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DOCUMENTATION OF STEPS TO ESTABLISH A TECHNICAL COLLEGE, AND THE EVALUATION OF 'PERT' AS A PLANNING TOOL FOR EDUCATORS, PHASE I.

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TO ESTABLISH A COLLEGE IN 100 DAYS PRESENTED AN OPPORTUNITY TO TEST THE VALUE OF PROGRAMED ORGANIZATIONAL PROCEDURES USING PROGRAM PERFORMANCE EVALUATION AND REVIEW TECHNIQUE (PERT) UNDER ACTUAL OPERATIONAL CONDITIONS, NOT IN A SIMULATED THEORETICAL SITUATION. THROUGH THE AID OF THE PERT PLANNING SYSTEM, IT WAS DETERMINED THAT THERE WERE NINE MAJOR LINES OF ACTIVITIES AND ABOUT 300 EVENTS TO BE ACCOMPLISHED TO OPEN THE COLLEGE. THE ADMINISTRATION USED A TEAM APPROACH WHEREBY THE THREE MAIN ADMINISTRATORS WOULD FOCUS ATTENTION ON A MAJOR ACTIVITY, PLAN AND START ITS EVOLUTION, ASSIGN IT TO A STAFF MEMBER FOR COMPLETION, AND THEN INITIATE THE NEXT ACTIVITY. THE COLLEGE WAS BUILT AND ESTABLISHED IN 84 WORKING DAYS AFTER THE FIRST STAFF MEMBER REPORTED, AND OPENED ON SCHEDULE WITH 700 STUDENTS. THE REGULAR PERT SYSTEM WAS NOT USED BECAUSE THE COLLEGE HAD TO BE READY IN SUCH A SHORT PERIOD OF TIME--INSTEAD A SIMPLIFIED CHART TAKEN FROM THE MASTER CHART WAS USED. MANY OF THE ACTIVITIES AND EVENTS HAD TO BE ACCOMPLISHED OUT OF SEQUENCE AND ACCELERATED DUE TO THE LACK OF TIME TO CONTINUALLY UPDATE SUCH A COMPLICATED SYSTEM. THE PERT SYSTEM IS A VALUABLE AID IN THE PLANNING OF THE LOGICAL STEPS TO BE FOLLOWED--IT ENABLES A CONSTANT PROGRESS CHECK TO BE MADE AND IT GRAPHICALLY DEMONSTRATES BOTTLENECKS OR TIME LAGS IN THE SCHEDULE. THE COLLEGE WILL USE THE PERT SYSTEM MORE EXTENSIVELY IN THE PLANNING AND BUILDING OF ITS NEXT CAMPUS WHEN A MORE NORMAL TIME SCHEDULE IS POSSIBLE. (JL)

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DOCUMENTATION OF STEPS TO ESTABLISH A TECHNICAL COLLEGE
and
THE EVALUATION OF "PERT" AS A PLANNING TOOL FOR EDUCATORS

PHASE I

Submitted by Robert L. McKee, President

Reported by Kathryn Jane Ripley, Research Assistant

NORTHERN VIRGINIA TECHNICAL COLLEGE
3443 S. Carlyn Spring Road, Bailey's Crossroads, Virginia
March 31, 1966

Vocational Education Act of 1963
(P. L. 88-210, Sec. 4(c))

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MAN EDUCATION EMPLOYMENT

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Alexandria • Arlington County • Fairfax City • Fairfax County • Falls Church • Loudoun County • Prince William County

March 31, 1966

The U. S. Commissioner of Education
U. S. Office of Education
Department of Health, Education and Welfare
Washington, D. C.

Dear Sir:

According to the terms of the contract made between the U. S. Commissioner of Education and the Northern Virginia Technical College, I am transmitting the report of the pilot project entitled "Documenting and Evaluating the Steps in Establishing a Two Year College by Critical Path Methods."

The report which concerns Phase I of the project presents in narrative and graphic form the background for the establishment of the college, the steps in planning, constructing, equipping and furnishing the physical plant of the college, as well as those intellectual factors relevant to constructing a curriculum, detailing course content, writing a catalog and the securing of a faculty to instruct the first 500 students enrolled in the college September 20, 1965.

The critical path concerns itself with that period, of 100 days, during which the college emerged from abstraction to concrete reality. The particular character of the investigation indicated that PERT, Program Evaluation Review Technique, would be the method which would most readily lend itself to the presentation of the logical sequence of events involved in the establishment of a college within this brief span of time.

The narrative body of the report is followed by Master Chart No. I, the graphic representation of the creation of the college, and five sub charts of the major lines of activity from the master chart. Each flow chart plots the critical path of the events involved in the expenditures of energies by the college staff to achieve the completion of that particular area of work.

The report is respectfully submitted this 31st day of March, 1966.

Very truly yours,

Robert L. McKee

Robert L. McKee
President

RLMcK:fg

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ABSTRACT

I. PURPOSE

To document the steps in establishing a two-year technical college and to evaluate "PERT" as a planning tool for educators.

II. PROCEDURE

Through the aid of the "PERT" planning system, it was determined there were nine major lines of activities and some 300 events to be accomplished to open Northern Virginia Technical College. The Administration used a "team approach" whereby the three main administrators would focus attention on a major activity, plan and start its evolution, assign it to a staff member for completion, then initiate the next activity.

The major activities and events are as follows:

Pert Coding	Man Hours
0100 - Facilities. Time - 6/1 - 9/27/65 Select temporary campus; plan remodeling; bids; construction; inspections; opening building.	740
0200 - Equipment and Furniture. Time - 6/1 - 9/27/65 Determine furniture, equipment, and supply needs; write bid specs; award contracts; purchase; receive, store and install.	1620
0300 - Students. Time - 5/17 - 9/20/65 Estimate numbers from survey; establish enrollment criteria; publish brochure; process inquiries and applications; counselling interviews; accept, reject applicants; individual scheduling; register students.	2325

Pert Coding   Man Hours

0400 - Personnel. Time - 5/17 - 9/27/65 1225

Estimate faculty needed; determine administrative and clerical needs; interview applicants from: local area, professional employment agency, temporary agency; select faculty other personnel; prepare faculty pre-service training program, make final teaching assignments.

0500 - Budget. Time - 5/17 - 9/27/65 160

Determine state and local areas of budget; establish: purchase and payment policies; student payment plans; prepare and approve final budget.

0600 - Textbooks, library. Time - 6/15 - 10/26/65 660

Library plan; select furniture; book procurement procedures; prepare booklists; select and order textbooks; shelved books; open library.

0700 - Curriculum and Catalogue. Time - 5/17 - 8/18/65 950

Preliminary Curriculum; Advisory Committees; final curriculum outlines; rough draft catalogue; publish second brochure; departmental revisions; State and local Board approval; publish curriculum and catalogue.

0800 - Contractural Services. Time - 7/6 - 9/20/65 40

Janitorial Services: determine state and local expenses; bids; contracts. Food Services: allocate space; bids, contracts; health inspection.

0900 - Policies and Operating Procedures. Time - 5/17 - 9/27/65 200

Establish practices and criteria for funding; secure approval of state and local policies, operating procedures; and implementation.

TOTAL PLANNED MAN HOURS IN MAJOR ACTIVITIES ---------- 8000

Board meetings, general planning, trips ------------------------ 2000

Little unknowns (such as over 7000 incoming telephone calls, amounting to about 1000 hours) ------------------ 5000

TOTAL MAN HOURS TO BUILD COLLEGE---------------------- 15,000

BY FUNCTION THE 15,000 HOURS BREAKDOWN IS AS FOLLOWS:

Administration	5,850
Faculty	3,530
Secretarial	3,120
Consultants	150
	12,650
Overtime	2,350
	15,000

III. RESULTS AND CONCLUSIONS

The results were: The College was built and established in 84 working days after the first staff member reported, and opened on schedule with 700 students (Full Time Equivalent).

The regular "PERT" system was not used because the college had to be ready in such a short period of time. Many of the activities and events had to be accomplished out of sequence and accelerated due to lack of time to continually update such a complicated system. A simplified chart taken from the Master Chart was used.

The "PERT" system is a valuable aid in the planning of the logical steps to be followed; it enables a constant progress check to be made; and it graphically demonstrates bottlenecks or time lags in the schedule. Because it will take place under a more normal time schedule, the College will use the "PERT" system more extensively in the planning and building of its next campus.

ACKNOWLEDGMENTS

While this report is limited to staff activities, it would be incomplete without an acknowledgment of the support and work of others which made the task of the staff possible, and the establishment of the college possible.

The work and efforts of the State Department of Technical Education and its Board went far beyond legal requirements. The extensive expenditure of energies by the local Board of Trustees and the efforts of the people in the local communities who were determined to have a college by September of 1965 helped to sustain the drive to accomplish the creation of the "100 Day" college.

1. The State Board of Technical Education.

The State Department of Technical Education and its Board, although new and in the process of being organized, spent much of their time working directly with the local college staff in the step-by-step procedures of establishing this new State college. Frequently when local action was necessary involving State policy immediate decisions were made by the Director, Department of Technical Education. In addition to their splendid cooperation and effort, other State agencies such as the State Purchasing Department which spent numerous hours expediting and processing equipment orders; and the Division of the Budget which expedited funding, merit commendation for their part in the creation of the college.

2. Local Board of Trustees.

The work of the citizens' groups in late 1964, and the efforts of the local Board of Trustees in early 1965 accomplished much of the necessary foundation work which enabled the President and his new staff to move rapidly into the

Acknowledgments - continued

detailed work of opening the college. During the summer, when critical decisions and actions were necessary, the local Board of Trustees met at least once every other week, and frequently meetings were held several times during a week.

3. Acknowledgment is made to the various County Boards of Supervisors, and City Councils whose devoted efforts helped assure the creation of a local college. A number of educators and local educational institutions contributed special time and talent to the establishment of the Northern Virginia Technical College.

4. Governor Harrison.

Governor Harrison in his dedication of the college on November 16, 1965, made plain the stature of the college as a full member of the community of institutions of higher learning. In his speech that evening, at a time when the college was midway in its first quarter of service to its communities, he said: "I delight in being a part of an historic occasion."

To these and to the countless others who helped translate a dream into reality by the creation of the Northern Virginia Technical College, the college acknowledges its debt of gratitude.

THE DOCUMENTATION OF STEPS TO ESTABLISH A TECHNICAL COLLEGE
and
THE EVALUATION OF "PERT" AS A PLANNING TOOL FOR EDUCATORS

INTRODUCTION

The proposal to establish the Northern Virginia Technical College in 100 days presented an opportunity to test the value of programmed organizational procedures using "PERT", one of the several formal systems of planning and scheduling as used in modern industry and business, under actual operational conditions, not in a simulated theoretical situation. The benefits from this experiment to communities facing similar problems prompted the application for a grant from the U. S. Office of Education to document the steps and procedures actually used in establishing a technical college.

The research project was tentatively approved in July, 1965. The report summarizes the results of the legislation authorizing the establishment of technical colleges by the 1964 Virginia General Assembly to the opening of the first college in the new statewide system. This Administrative report is mainly concerned with the period of time from June 1, 1965, when the President and his staff began the organization of the college, to the opening date of September 20, 1965.

I. PURPOSE OF THE REPORT

A. To test and evaluate the usefulness of a formal, structured system of program development and planning in the establishment of a technical college, following Program Review and Analysis Techniques ("PERT").

B. To prepare and publish a documented record of the findings resulting from this pilot program for the guidance of educators and concerned executives throughout the United States.

C. To improve the planning and programming phases of the establishment of the Northern Virginia Technical College, as a prototype college for the State of Virginia.

II. ACCOMPLISHMENTS

A. "Test and Evaluate the Usefulness of "PERT"...etc."

The basic elementary principles of planning, programming and review included in the "PERT" system were used in establishing the Northern Virginia Technical College. The detailed, automated features were not. The charting and periodic review procedure did help to flag time lags and bottlenecks and the staff energies were redirected accordingly.

The "100 Day" requirement and the very limited staff precluded the effective use of full-scale "PERT". A master chart and five sub charts were developed and followed. (Flow Charts Nos. 1-6). The usefulness of these "PERT" charts has been evaluated. (See Summary).

B. To Publish a Record of the Events in Opening a College, etc.

The more than 300 steps and procedures are recorded as they happened along with the 15,000 man hours it took to accomplish them. (See Section V - "Procedures in Establishing the College", also see Abstract and "PERT" charts in Appendices).

C. To Improve the Establishment of NVTC[1] as a Prototype, etc.

The use of a modified form of "PERT", the Project Control System, was a factor in improving the initial planning and programming phases of NVTC. Its use in an expanded form will be followed in planning and programming the expansion of the College and other technical colleges in Virginia.

COMMUNITY AND STATE NEEDS LEADING TO ESTABLISHMENT OF COLLEGE

A. Community Needs for a Technical College

Throughout the United States a majority of the states provide for two years of post-high school education through a system of community colleges, junior colleges, or technical colleges. Virginia is among the few states which did not offer such an opportunity to their young people. The Northern Virginia area, which is one of the three most densely populated sections of the state, is a part of the complex of metropolitan communities with the nation's Capital[2] as the central city. In contrast to other urban complexes, employment in this region is heavily dependent

[1] NVTC = Northern Virginia Technical College

[2] The metropolitan area of Washington, D. C. has one of the largest unmet educational needs in our nation.

upon the Federal Government and upon Research and Development industries. There is a constantly shrinking market for unskilled labor and a constantly expanding market for the skilled technician, craftsman and semi-professional worker. The greatest educational need was for a technical college to supply workers and technicians for the local labor market.

Junior/Community colleges are well-established throughout the nation, and will be as commonplace tomorrow as our high schools are today. However, in some Eastern states, such as Virginia, the true community college really has not been developed; consequently, it took considerable energies to inform the public. The creation of technical colleges is a new idea in the field of education not only to the State of Virginia, but to the nation. Despite several brochures and numerous newspaper articles, 80% of the general public was unaware of the existence of NVTC when it opened.

One question continually asked by the public was: "What is a Technical college?" The basic explanation given is as follows:

There are three general types of two-year colleges in the United States; the first is the Technical college, which is a post-high school institution, concentrating on occupational, technical, and semi-professional education, providing training for those directly entering the work force following their completion of the two-year Associate of Applied Science Degree.

The second is the Junior College which concentrates on general academic and liberal arts education the first two years of a four-year degree curriculum, and is designed for transfer of credits with the objective of obtaining a four-year Bachelor's Degree.

The third, the Community College, has a comprehensive program, which is a combination of the Technical College and Junior College programs, coordinated to meet the real educational needs of the community.

B. Relations of College and State

The Northern Virginia Technical College is accredited and governed by the Department of Technical Education of the State of Virginia. Although it has its own local Board of Trustees, responsible to the local communities, all policies relating to budget, finance and operational procedures are the prerogative of the State.

Since both the college and its state board were new, many policies, procedures and relationships were worked out during the formative period; others evolved as the college grew. The local board is responsible for buildings and site, and half the maintenance operation of the college; the state is responsible for and pays 100% of all instructional costs including teachers' salaries, all equipment and supplies, and 50% of the maintenance.

C. Time Element

The decision to establish NVTC in 100 days is the critical point in this project. The pressures of time dictated many policies and influenced major decisions. The original chart, followed in planning, is basically a time-flow chart. Because of its size, it is impossible to reproduce this chart for inclusion in the report. The "PERT" flow charts, based on data processing programming and which represent events and activities (time required between events or work-in-progress) are included and numbered for reference.

Since 84 actual working days were available to accomplish the entire operation of establishing the two-year technical college, many time schedules had to be compressed and many operations had to be completed out of sequence.

The speed with which NVTC developed has earned for it the title of "Instant College". A more realistic time in which to build a two-year college, with existing and mature local and state systems, would be one to two years. The question may be asked: "Why was it necessary to attempt building the college in such a short period of time?" The two basic facts influencing the decision were: (1) There was a great deal of enthusiasm on the part of the local citizens who had waited so long for this type of educational service to be provided, that they could wait no longer and (2) The same 1964 General Assembly, which created the technical colleges had directed the appointment of a "Higher Education Study Commission" which would produce recommendations leading in 1966 to the passage of a bill establishing a statewide system of community colleges, and it was necessary to show there was a real need in Virginia for public-supported technical and community colleges.

IV. HISTORY AND IMAGE OF THE COLLEGE

A. Interest of the Community

Informal volunteer study groups were the first action bodies concerned with attempting to find solutions to the educational problems of Northern Virginia. Business, industrial and educational leaders were aware of vast unmet needs for skilled technicians and semi-professional workers. The fact that half the graduates of local high schools attended out-of-state institutions of higher learning indicated that the needs of the community were not being met by current educational practices. When the Virginia General Assembly in 1964 enacted legislation creating a system of technical colleges throughout the state, the local communities were prepared to take practical action to secure the first of such colleges for the Northern Virginia region.

It is possible to create a new college without the aid of a preliminary professional area survey, but it is recommended that communities considering such a task make use of some form of canvass of industry, population, present educational services and future growth projections, in order to determine the most urgent needs concerning both education and employment in the area.

The Northern Virginia Regional Planning and Economic Development Commission in December of 1964 directed the "Educational Research Services" of White Plains, New York, to produce a survey for the local communities. This survey, "Post-High School Educational Needs in Northern Virginia", completed in March of 1965, provided the pro-tem Board of Trustees of the Northern Virginia Technical College with data needed in undertaking the establishment of the first two-year technical college in the state.

Information was secured from: census statistics, local high school seniors and parents, and local, state and federal governmental agencies and boards. Tables show: employment by major industries, occupational trends and estimates of future needs, present and projected population trends, actual and projected high school enrollments through 1980-81, enrollment in higher education data, present plans of high school seniors for higher education; projected desires of seniors for education and training in specific technological fields through 1970. A section of the report concerning educational needs of currently-employed citizens of the communities for full and part-time study determined the program offerings of the college's evening school of adult education.

B. Evolution of Board of Trustees and its Early Acts

Pursuant to legislation recommended by the Governor of Virginia and enacted by the General Assembly in the 1964 Session, the State is authorized and directed to establish a number of strategically-located two-year Technical Colleges to be governed by a newly-created State Board of Technical Education.

In November of 1964 a pro-tem Board of Trustees was appointed from Northern Virginia to study the feasibility of making application for the first college grant under the state law passed by the General Assembly in 1964. The representatives of this Board, who were appointed by the governing bodies of the seven political jurisdictions of Northern Virginia: the counties of Arlington, Fairfax, Loudoun, Prince William, and the cities of Alexandria, Fairfax and Falls Church, made application to the State Department of Technical Education for the operation of a two-year technical college. These communities have a total population of approximately 800,000 with a projected growth to 2,500,000 in the next 25 years.

On February 3, 1965 the State Board of Technical Education approved Northern Virginia's application for the establishment of the first of the proposed system of technical colleges throughout the state.

In February and March the jurisdictions appointed a permanent Board to govern the college. On March 20th this Board set forth some of its policies, procedures and formed three major committees.

(1) Operational budget and personnel
(2) Sites and capital budget
(3) Curriculum and community relations

On April 8 the Board of Trustees met with the counsellors from local high schools to review the survey, "Post-High School Education Needs in Northern Virginia" which concluded that 500 students might enroll in September 1965, and projected a student body of 5,000 by 1973, with an additional 30,000 students in part-time evening study. The Board and the counsellors concurred that these figures were realistic.

On April 29, the local Board, acting in conjunction with the state, appointed the President.

On May 1, the local and state boards approved the resolutions establishing proper legal basis for the receipt and disbursement of funds; these were approved by the Attorney General's office of the State of Virginia.

At the same time, it was determined the college would open September 20, 1965 to provide education for 500 students in the following occupational programs:

(1) Business Sciences and Procedures
(2) Data Processing Technology
(3) Engineering and Electronics Technology
(4) Mechanical and Craftsman Training
(5) Nursing and Health Sciences
(6) Police Sciences and Procedures
(7) Secretarial Sciences and Procedures

See Appendix F for the current programs of instruction and their enrollment.

On May 3, the Board announced the leasing of 50,000 square feet of space formerly occupied by an industrial research and manufacturing corporation. The building was to be remodelled to provide quarters for a college to serve 500 students the first year and 800 the second.

On May 15, a local architectural firm was retained to design and oversee the remodelling of the building.

On May 17, after serving on a part-time basis since his selection in April, the President reported for full-time duty to the temporary offices of the college at Fairfax City Hall, consisting of five rooms donated by the city of Fairfax, Virginia.

C. The First Campus

The first campus was built from "scratch" (having no staff, no telephone, no equipment or furniture, no buildings or land, no program, no students, and brand-new local and state boards), and within 100 days opened in temporary quarters on September 20, 1965, while the first of several envisioned, multi-million dollar campuses was being planned.

The College is located at 3443 S. Carlyn Spring Road, Bailey's Crossroads, Virginia, near the junction of Fairfax County, Arlington County and the City of Alexandria. Situated in a densely populated area, the College is accessible from the major traffic arteries of Virginia State Route 7 and Columbia Pike. Adequate parking for commuting students is provided at the building.

No expense was spared in equipping the laboratories, classrooms, and the library, so that depth instruction could be given and industrial processes simulated when necessary, to insure the most effective learning possible.

The instructional methods used in this job-centered education will simulate and emphasize materials and machines used in the various occupations. In addition to the special occupation courses, the College will offer related education courses to provide the student with basic math and scientific principles underlying his occupational objective. It also includes general education subjects to develop leadership and attitudes to aid the individual in becoming a better informed and more productive participant in his society.

The College, as envisioned in the Virginia statutes, will fulfill the educational requirements to meet the manpower needs of the community by offering technical and semi-professional programs at the college level, through full-time, part-time and evening programs. It will also provide a special educational service to present and future new industries in the Northern Virginia area.

To meet the challenge of an increasing technological society, the College, through the Continuing Education Program, will provide an opportunity to the employed worker and professional to continue development and improvement of his skills and abilities; or to retrain to meet his individual changing needs or those of the community.

All candidates for the Associate in Applied Science Degree must have a high school diploma or its equivalent. Placement examinations are required to determine the beginning level. To assure an opportunity for reasonable success, counseling is provided to determine individual programs.

A pre-technical program is available for those students who lack essential preparation, or who desire an extensive review to become adequately prepared to enter one of the regular technical programs leading to the Associate in Applied Science Degree.

Any person who can profit from the instruction, is 18 years of age, or a high school graduate, may enroll in a course.

The tuition costs per quarter are as follows:

Northern Virginia Resident	$45.00 per qtr.
Other Virginia Resident	$75.00 per qtr.
Out-of-State Resident	$150.00 per qtr.

V. PROCEDURES IN ESTABLISHING THE COLLEGE

0100 Temporary Site and Building Modifications; Time: 6/1 - 9/27/65; 740 Man Hours

Because of strict time limits the Board of Trustees decided to seek a site with a building suitable for remodelling. Since all students would commute, it was essential the site be adjacent to the heaviest concentration of population and convenient to public transportation and major highways. The building would require 50,000 square feet to meet the needs of 500 students in technical programs and adequate parking space (at least a 1 to .7 student to car ratio). The site at Bailey's Crossroads met these qualifications.

Since the modification of the building's 50,000 square feet of space is recorded in the Master Chart (No. 1) in simple event, following event sequence, and involves only one part of a line and eleven blocks along the activity line it is not charted separately as are more complicated procedures. In explanation: The necessary steps in charting the remodelling are:

(1) Approval of temporary site
(2) Lease of temporary building
(3) Determination of space requirements
(4) Preparation of specifications and invitations to bid
(5) Bids opened
(6) Contract awarded
(7) Begin remodelling
(8) Inspection of building
(9) Open for storage and student interviews
(10) Remodelling completed

In actual practice the process was not so easily accomplished, since there were problems involving failure of the contractor to fulfill a part of his contract. For another situation, with a less satisfactory building, the process would be more complicated. The leased building was an enormous windowless structure, basically consisting of 5 "bays" of 10,000 square feet each, containing air conditioning and heating units ready for operation. An architectural agreement was made on May 15, and on June 7 the plans were completed. The educational specifications for the building were communicated to the architect during a one and one-half hour telephone call. Preliminary drawings were completed four days later; and fourteen days following this, the working drawings were completed.

The floor plan and design were conceived with two main concepts in mind: (1) It was an impossibility to predict what subjects would be taught in the rooms in future years or for how long a period of time the college would occupy the building and (2) There was no time available for a detailed study to determine the exact courses to be taught in the Fall of 1965. Taking into consideration the pattern of the college's multi-campus operational plan, the rapid growth of the college, and changing technologies for which space would be needed, the solution seemed to be a general overall design providing flexibility to allow multi-purpose use of most rooms. (See Appendix E for floor plan).

The remodelling started July 1 and supposedly was to be completed September 1. It involved lowering ceilings, erecting dry wall partitioning, providing classrooms, labs, auditorium, snack bar, administrative offices, a lobby, installing lighting fixtures, laying carpeting and hanging draperies. From Chart No. 1 it can be seen that the contract began on July 1 and was substantially completed by September 27, which allowed a full weekend to move all the instructional equipment and furniture into the building.

0200 Equipment and Furniture; Time: 6/1 - 9/27/65; 1620 Man Hours

Although on the Master Chart (No. 1) the securing of equipment and furniture appears to be a relatively simple matter, in actual practice this was, because of the tight time schedule, the most time-consuming and difficult operation involved in the establishment of the college. This is one area in which maximum energies were expended in an unsuccessful attempt to use a half-million dollars of 1964-65 fiscal funds which would revert to the Federal Government if not used in that fiscal year. There were 20 days in which to write specifications, receive bids, award contracts, obtain delivery of equipment, and process the paperwork. Most of the items were completed within the 20-day deadline, with the exception of the paperwork. The remainder of the equipment was ordered and delivered throughout the summer.

On July 1 a full-time person was assigned to the equipment and building readiness program. This involved determining needs, writing bid specifications, working with the State Purchasing Department, pressing suppliers for delivery, and placing equipment in the building along with working with the building contractor to ensure the building being properly remodelled and ready on time.

Equipment procedures normally fall into four major categories: (1) Determining needs (2) Ordering (3) Delivery and (4) Installation. Usually, the manpower energies would mainly be used in numbers 1 and 2, but because of the college's special situation, the largest part of the available energies was expended on numbers 3 and 4, while number 1 (Determining need) was quickly based upon past experiences.

Furniture orders, which appear on Chart No. 2 in June, were not actually processed until the end of July. This in turn affected delivery, especially in the area of library furniture with its lengthy lead time of 120 days. The furnishing and equipping of a college is a critical area and one demanding tremendous attention to detail. Before any purchases of any kind are made, there should be established a definite procedure for purchasing, budgeting, funding, ordering, receiving, storing and distributing every item purchased.

0300 Students; Time: 5/17 - 9/20/65' 2325 Man Hours

On May 24, the first brochure, which is enclosed in the pocket of this report, was conceived, designed, written, published, and delivered to 10,000 Senior high school students within 10 days.

On June 4, the first requests for enrollment were received. Approximately 400 students had requested applications and information at that time(20 days after the formal announcement of the new college).

On June 10, the college distributed its first application blanks and announced the acceptance of the first two students.

On August 15, the counseling staff began interviews. About 3/4 of the students were automatically admitted to the college; their acceptance was based upon their high school records. The additional 1/4 of the applicants were asked to make appointments for counseling service for guidance in working out their educational programs. Typical of the many remarks by students during counseling sessions was: "Do you really mean I've been accepted by the college?"

In conducting the interviews with prospective students and a review of applications, it became apparent that a number of adults had applied as part-time students with a view towards pursuing their individual programs of study in the evening. An adequate number of potential evening students had applied to make it necessary to initiate an evening program earlier than had been planned. This decision was reinforced by the request of the Northern Virginia Apartment Owners Association that a special evening course for Apartment House Resident Managers be conducted.

Before and after the college opened, student interest and responsibility amazed the administration. Students formed committees to organize the activities typical of a new college: selection of school colors and emblem; newspaper and annual; student government; dances; and a basketball team.

The spirit and effort of the students to achieve excellence is exemplified by the basketball team, The Golden Eagles. Although they were late comers, with neither a coach nor gymnasium for practice when the first game of the season was played, the team won all regularly scheduled games, ending the season with an overall average of 107 points per game. One player averaged 47 points per game, making the team the top scorer among the small colleges in the nation.

The profits from the snack bar and bookstore are turned over to the Student Body Association to support student activities. This amount - about $500 per month - is not sufficient to provide adequately for a student body of 1,000 in its formative period. Next year, the college, at the request of the Student Body, will add $5.00 per quarter to the present $35.00 per quarter tuition fee to help support student activities.

While experiences of similar colleges indicate that the closer a student lives to a college, the more likely he is to attend, in the case of Northern Virginia Technical College, a commuter college, the percentages of the students are divided evenly among the following four driving distances:

25% within 10 minutes drive
25% " 20 " "
25% " 30 " "
25% over 30 " "

0400 Personnel; Time: 5/17 - 9/27/65; 1225 Man Hours

The steps involved in securing personnel for the college involve so many "events" on the flow chart that a separate Chart (No. 3) is submitted for this area of operations. The following prerequisites must be assured: The President should be on duty, office space available, secretarial staff employed, and at least the initial members of the Advisory Committees should be appointed. After personnel qualifications are established by these officials, and a rough draft of the curriculum is outlined, estimates concerning personnel requirements can be made (accurate estimates of numbers of faculty needed can be determined after rough figures are available from the admissions office, however, the community survey should make possible an estimation of the approximate number of entering students).

Recruitment of personnel at the college proceeded along two lines. When qualified people applied for administrative positions, or when such people were known to the President, they were employed immediately as consultants--some of these consultants later moved into permanent positions. The second source of qualified personnel came from the professional employment service, "The Personnel Management Service". The use of the services of this agency provided an efficient and time-saving means of finding qualified faculty. The agency did not employ the faculty--interviews in depth were vital and accounted for many man hours of work--one official devoted himself almost exclusively to this job for most of the summer.

On an average, sixteen man hours of staff time were used for the hiring of each faculty member.

The early secretarial staff was secured chiefly through the efforts of an agency which supplies temporary help on a contract basis, some of whom were asked to remain with the college. The use of such an agency gave the college an opportunity to evaluate the employees' abilities to perform on the job.

Following Chart No. 3, having established the necessary prerequisites in the first six events, personnel were obtained from three basic sources: 407 - local applicants; 408 - professional services applicants; 425 - employment agency. From the first two sources came the employment of two Deans, two Counsellors, and one or two Department Heads. The college, as a state-chartered institution, was required to be governed in staffing by the regulations of the State Department of Technical Education.

In such an accelerated hiring period (30 staff members in 30 days) with many immediate jobs to be performed, the basic philosophy was as follows: Administrators were initially hired as consultants. After knowledge of their capabilities through demonstration could be analyzed, they then received appropriate assignments. On June 6, seven consultants were hired to advise the college; during June most of the administrative staff was employed. The members of the small initial administrative group used a "team approach" and held daily one hour mid-morning meetings for general problem solving and "signal calling".

The guiding philosophy in the employment of the instructional staff was: Experienced teachers are important, but knowledge of subject matter is more important, because it is not only better, but easier, to teach methodology than technology to new instructors.

In the early days, procedures were often affected by time and money. Budget procedures were unclear and qualified applicants, who were approved by the President, were sometimes lost to the college due to uncertainty in early hiring procedures, or to lack of funds to meet salary demands. The office of Registrar-Admissions appears on the chart under the date of September 10. Beginning June 7, this function was performed by a consultant, and later permanently assigned to another member of the staff on the above-mentioned date. This is also true of the President's Administrative Assistant, with final approval for this position being given on September 10.

The problems this college met in securing personnel were magnified by several conditions: First, the administrative staff was not available early enough to start determining personnel requirements and recruiting in the normal procedure; secondly, without firm curriculum decisions only general qualifications could be estimated; also, numbers needed could not be definitely computed. A firm salary schedule was not available until the middle of July.

The instructors' average salary($8600 for 12 months employment) was competitive with a number of states, but was not competitive with the local public school salaries; however, the college was in a favorable location and situation for the attraction of personnel with excellent experience and educational qualifications; for example, the many government employees and retirees who become available for local employment either on a full-time or part-time basis.

Even though the college hiring period did not start until after the termination of the regular local hiring period for school personnel, the basic problem of NVTC was time to adequately process the large number of applicants received. The challenge of being a part of the establishment of a new two-year college and the spirit of the college were responsible for attracting many qualified applicants.

The following procedures were used in selecting and evaluating personnel:

a. One person was assigned full-time duty for the critical period.

b. A panel of three persons interviewed all applicants after initial screening.

c. Active recruitment to attract applicants, by telephone and by letter was practiced.

d. Review of qualifications of all applications received, including interviews of all applicants in the locality.

e. Private and public employment agencies were used extensively.

The evaluation and selection of the faculty continued from June 21 through September 1, when the faculty pre-service training period began. The permanent librarian was not employed until September 10 and was not available for service until September 27.

Among the most vital needs of the college very early in its existence was a Business Manager, to pay the bills, set up bookkeeping systems, manage local finances and advise the President and the Board of Trustees in current fiscal procedures. The early presence of the Dean of Occupational Education and the Department Heads would have enabled the curriculum and course descriptions to be prepared with greater dispatch. The presence of counsellors at an earlier date would have facilitated student guidance.

An Administrative Assistant to the President is necessary from the beginning, in order that the President be freed from purely administrative chores and be able to devote himself fully to other creative aspects of his job. Two additional critical early appointees should be (1) the Procurement Officer for equipment and (2) the Personnel Manager.

In the ideal situation, all matters relevant to monies, whether they refer to salaries, site, or space, should be determined at an early stage in the history of the college and the President should be free, within certain defined limits, to employ his required personnel as quickly as individuals are available. Under the best of circumstances, the staffing of a college will take a minimum of three months.

In summary, it should be noted that the new college staff had little prior teaching experience in this type of institution because: (1) There is a shortage of people having experience in technical institutes and two-year college education, particularly in the East, and (2) the NVTC hiring period took place after many teachers had already signed contracts for the coming academic year.

Meeting with little success in staffing the college with fully-experienced technical college teachers, it was decided intentionally to probe the problem of beginning a new technical college staffed with people to whom must be communicated philosophies, concepts and procedures in a brief time. The solution was to employ four lead administrators, each of whom had 20 years of appropriate experience. One of these administrators, the Dean of Instruction, was employed because of his wide experience in teacher education. He was assigned responsibility for pre-service and in-service teacher training programs for the staff of the college.

The college invited nationally-known technical educators to work with the staff, giving them insights into the philosophies underlying technical education at the college level and assisting them in the development of adequate outlines and lesson plans. The first 15 days of September were devoted to teacher training programs; the first half of each day was spent in formal sessions; and the second half in informal departmental meetings which implemented the suggestions of the consultants.

The instructors present the following profile: Two degrees, twelve years of occupational experience, five years of teaching, an average age of 43 years, and one-third of the faculty consists of retired government and military personnel.

A tribute to the faculty and the curriculum of the college is the fact that the drop-out rate during the first quarter (and apparently during the first year) was only about half that of the national rate.

0500 Budget; Time: 5/17 - 9/27/65; 160 Man Hours

On June 16, the local and State Boards approved an operating and equipment budget in excess of one million dollars,and containing $400,000 for equipment, needed to open the Bailey's Crossroads campus. Two months after the college opened, this budget was expanded by $300,000 for operational purposes to partially make up for the almost doubled enrollment. After the instructors had time to prepare additional equipment lists, and after arrangements had been made for 50% matching monies from the Federal Vocational Education Act, an additional $1,000,000 was added to capital expenditures, most of which was spent for equipment. These expenditures amounted to approximately $1,000 per student for operational expense and approximately $2,000 per student for equipment.

The rent for the building is $1.00 per square foot per year for the original 50,000 square feet. The remodelling cost for this space was a little over $2.00 per square foot.

The budget provided for an average instructor salary of $8600 with a range of $7200 - $12,000 for a 12 months contract. It provided that 1/3 of the faculty teach in the summer, 1/3 be free for curriculum development and 1/3 pursue educational and professional development at the expense of the college.

The building plans for the second campus call for 130 square feet per student at a total cost, including land and buildings, of $18.00 per square foot, which averages approximately $2400 per student.

For details of the budget, see Appendix A.

0600 Library, Textbooks; Time: 6/15 - 10/26/65; 660 Man Hours

The first step was to decide upon the basic aims and philosophy for the technical college library, estimate the length of time necessary to establish it, and how to proceed in relationship to the time available. The establishment of the college library appears on the Master Chart (No. 1) as a line of six events. The tremendous detail and the varied activities involved in this process necessitated the separate charting of the library, Chart No. 5. A library consultant was one of the early employees. Ideally, the permanent librarian should be available at least six months before the college opens.

Graphically, the course followed in establishing the library flows along four main lines of work in progress:

a. Selection and Purchase of Books

The acquisition of 10,000 volumes; with an additional 5,000 for each 500 students above the first 500-1,000; technical materials to comprise 70% of the total, the remainder to be composed of reference books and a small general reading section.

The objective in June was to represent the following areas of the curriculum:

(1) Mathematics
(2) Instrumentation
(3) Mechanical
(4) Related Sciences
(5) Physics
(6) Social Sciences
(7) Electronics

Periodicals relating to each area of the curriculum as well as those of general interest; top quality newspapers (N. Y. Times, etc.) and local papers were made available. If space and staff permit, audio-visual aids, equipment, etc., should be housed in the library.

A librarian with a Master's Degree in Library Science, and an Assistant with a Bachelor's Degree in Library Science, were employed as well as student aides to ensure adequate service.

Chart No. 5 lists the various relationships established and demonstrates the inter-relationship which developed between activities.

b. Selection of Professional Library Processor

The local processor's fee was $1.85 per book. While this may not be the ideal method of preparation of books for shelving, it is the only way when time and staff are at a premium. The processor received the first book from the publisher on August 9 and by October 8, 400 books were shelved. These events occur along the top line of Chart No. 5 and involve 12 activities; it is also one critical path which exceeded the time allotted - in other words, the chart shows classes beginning September 27 and the library not in operation until October 8. Since the college admitted only freshmen students, the use of the library during the early weeks was not a matter of critical importance.

c. Selection and Purchase of Furniture and Equipment

All furniture is completely moveable, and shelving arrangements are flexible. In an effort to use fiscal 1964-65 funds, initial bids were submitted to the state as early as June 21, but since it was impossible for suppliers to react to these deadlines favorably, the bids were awarded by the State on August 6. Lead time on library furniture is usually 120 days, and while some shelving was attached to the library walls before the college opened, the rest of the furniture was not delivered until November 1.

d. Procedure for Ordering Library Books

Because of the time element, the fact that instructors were not hired as yet, and the lengthy procedure usually encountered when ordering library books, the task would have been quite difficult without the aid of the U.S. Office of Education Technical Library Guide. This guide shortened the procedure and made possible a realistic selection of books in advance of the employment of the librarian who would normally make recommendations concerning the purchase of books for the library based upon teachers' requests.

The booklist contained in the U.S. Office Guide was used by cutting and pasting by publisher, and the completed sheets were forwarded to the State Purchasing Officer for transmission to the publishers. This involved the consultant, one assistant, and several typists from July 21 to July 28 when the booklist was delivered to the State Department of Technical Education.

The establishment of the library required 53 man days; when the time of the processor is included as well as the hours when the assistant librarian became available; the figure is a total of 81 1/2 days.

0700 Curriculum and Catalogue; Time: 5/17 - 8/18/65; 950 Man Hours

A. Curriculum

Although on the Master Chart (No. 1), curriculum and catalogue appear as two separate lines of activity, in actual practice so many of the activities are inter-related and occur for the same reasons that the two activities appear on the same flow chart, Chart No. 4 (Each requires the same prerequisites which are charted vertically, left side Chart No. 4). In reality, the curriculum was determined by selecting large, safe areas of need which could be easily documented, staffed and equipped in reference to the amount of time available to establish the catalogue.

On July 7, the meeting of the first Occupational Advisory Committee was called. The purpose of these committees is to assure that the educational program in the new college will be geared to the needs of the community.

Following the publication of this first curriculum outline, the staff prepared the outlines for the courses of study and detailed the subject matter materials which culminated in the publication of the catalogue on September 3. In addition, a second brochure was prepared concurrently with the catalogue and published on August 3. The activities and events concerned with the publication of information appear at the far left side of Chart No. 4.

Beginning early in June with event No. 719 on Chart No. 4, the following progression can be noted: Catalogues were requested from two-year technical institutes, two-year community colleges, four-year technical and liberal arts institutions; these, and the courses designed by the Office of Education for use in technical programs, were studied, duplicated, and compared with each other and with the college's outlines of projected courses of study. With these offerings by other colleges as a point of departure, the various courses to be offered were developed; the results were reviewed by the consultants, the Advisory Committees and the local and state Boards (events 723, 724, 735, 726). The final result, after approval by the State Department of Technical Education, was the curriculum as it appears in the college catalogue.

It is estimated that over 430 man hours or 54 man days of work were needed to produce the curriculum and course descriptions. Of this time, 50 hours are the President's work on the first brochure and 80 hours, the Data Processing consultant's work on that particular course of study. Following Chart No. 4 from May 17 to September 27, the time needed for production of the curriculum was 430 man hours of work by the college staff, plus 520 hours of work on the survey of needs - 950 man hours or 118 man days of work.

The rough draft of the curriculum is the prerequisite for a number of other tasks: The establishment of personnel requirements in order for recruitment of personnel to begin; the production of copy for the catalogue; and student recruitment.

Deans and Department Heads, during the planning of the curriculum, could have considered the qualities desirable in the faculty responsible for administering the curriculum; decisions regarding the number of faculty members needed could have been made at an earlier date than was possible.

Since the curriculum will influence prospective students, the early availability of the catalogue or of printed copies of individual curricula would make possible a realistic estimate of the size and number of classes required for each course of study. In the creation of a college, establishment of an excellent and appropriate curriculum is a vital and complex process, and neither time nor effort should be spared in its early completion.

In view of the number of adult applicants for part-time (evening) courses, a modest evening program was initiated concurrently with the Fall Quarter Day program. The regular courses offered were selected from the first quarter curriculum and included: academic subjects; and technical subjects from the Data Processing, Secretarial Science and Business Science curricula.

The Executive Secretary of the Northern Virginia Apartment Owners Association and the Instructor prepared an outline of the curriculum planned for the special Apartment House Resident Managers Course and submitted it for review and approval.

B. Catalogue

The preparation of the catalogue flows directly from the construction and adoption of the curriculum; on Chart No. 4, event 729 (adoption of curriculum), leads into 717, the event including the revision of the catalogue prior to the President submitting the catalogue to the State Department for general approval; this is followed by delivery to the printer, receipt of the first galley proof and delivery of the catalogue itself from September 3 to September 7.

Along with the production of the final catalogue, a second brochure was worked on concurrently. This is shown at the far left of the chart as preceding the approval of the original dummy of the catalogue. This brochure, which was delivered August 3, served as a catalogue until the receipt of the formal catalogue one month later. A total of approximately 30 days elapsed time was used to design, write, and publish the catalogue; however, the bulk of the work was accomplished in two weekends with an approximate total of 85 man days of energy. It is recommended that, in addition to the catalogue, considerable information be made available to aid in the difficult task of informing the community about the new college and its programs.

0800 Contractural Services; Time: 7/6 - 9/20/65; 40 Man Hours

Food Service and Janitorial Service appear in two widely-separated areas on the Master Chart (No. 1), but for ease in study they have been combined in one flow chart (No. 6). Both services were secured through submission of bids, and required simple contract forms for their establishment in the college. The college also contracted for Secretarial Service, Employment Agency Service and Educational Consultant Service. These services appear under one of the other major events.

A. Food Service

Lacking both adequate space and type of facility for hot food in the new college, it was decided to use an automatic dispensing "snack bar", with tables and chairs in the large central assembly room, across the hall from the food service room.

Bids were invited from a number of automatic food service firms in the area. The firm selected agreed to take care of all costs involved in installing the machines and the carpentry, electrical and plumbing work connected with them. In addition, the firm guaranteed to provide a full-time attendant during school hours and agreed to secure the necessary permits from the Health Department.

Ten percent of the gross income from this operation comes to NVTC and is made available to the student activity fund.

Food service events appear at the top line of flow chart No. 6.

B. Janitorial Service

Bids for Janitorial Service were advertised on July 16 and six bids were received; the low bidder provided most of the services required under college specifications. The bid was awarded on September 1, 1965. The company employs students of the college on a part-time basis. Janitorial service events appear at the bottom line of flow chart No. 6.

0900 Policies and Operating Procedures; Time: 5/17 - 9/27/65; 200 Man Hours

The State and the college worked together to solve procedural problems involved in establishing a State system and building the first technical college simultaneously. Problems were compounded by multiple operations and the lack of precedents to follow.

Many difficulties encountered stemmed from the limitations imposed by time. Lack of time prevented the proper definition of clear, firm fiscal policies, procedures, and practices. The intricacies of Federal, State and local monies in funding an entirely new program, directed by an entirely new State Department of Technical Education, required extra energies from the local and state staffs.

Initially, the State policy decision was that State funds would pay all faculty and approved Administrative positions as well as one-half of the State salary scale for clerical personnel. The State is responsible for all instructional costs including supplies, equipment and instructional salaries. The local jurisdictions pay for land, rentals and for construction of buildings.

The sources of purely local funds for the first school year came from the seven jurisdictions by the following formula:

1/4 population
1/4 property values
1/2 count of Senior High School classes in
each jurisdiction

For subsequent school years and projected capital outlay this formula was reversed by substituting enrollment in the college at a given time in the school year for high school seniors.

If action had been deferred until the most desirable fiscal relationships and systems had been effected, the opening of the college would have been considerably delayed. See Exhibit A, present operating budget.

VI. IMMEDIATE AND LONG-RANGE PLANNING

A. Immediate Planning

The response of the community to the offerings of the new technical college exceeded all expectations. The first quarter's enrollment of 200 above the anticipated 500 students, plus another 500 registrants for the Winter Quarter, made additions to the plant an urgent necessity. Before the January 4th Winter Quarter opening, 4 classrooms, 2 laboratories, a dark room, faculty offices, and a bookstore were designed and constructed in an additional "bay".

Every square inch of space is being utilized at present, and future planning points to immediate construction of additional facilities at the Bailey's Crossroads site.

The same Virginia General Assembly Session of 1964, which authorized the establishment of the Northern Virginia Technical College, also authorized the Governor to appoint a Commission on Higher Education, and directed the commission to "....undertake a comprehensive study and review of higher education, to be used as a basis for effective long-range planning as to objectives, needs and resources of public and private higher education in the Commonwealth of Virginia". The recommendations of this commission were broad and far-reaching; chief among them was the immediate establishment of a system of statewide comprehensive community colleges.

The bold new community college law enacted by the 1966 Virginia General Assembly will bring the seven two-year branches of the universities, the five post-high school area vocational schools and the present and proposed technical colleges under a new statewide community college system, requiring each institution to add appropriate programs making each a comprehensive community college, all under the control of a newly-constituted State Board of Community Colleges with direct appropriation from the General Assembly.

On July 1, 1966, NVTC, after one year of operation as a technical college, will become one of the community colleges to be established throughout the state, but will retain its major focus on occupational education. It is anticipating the application of 400 students for the academic transfer program, which this college will offer in September, 1966, in addition to those students already enrolled in their first year of study, most of whom will be returning as sophomores in the seven original technical curricula offered by the college. The provision of space for an expected enrollment of 1200 students in September 1966 at this campus, plus the creation of a new academic curriculum and the securing of a new faculty to administer it, are the immediate problems facing the college.

When the seven jurisdictions agreed to establish a two-year technical college for the Northern Virginia area, it was guaranteed that a permanent central campus would be selected, buildings erected, and the first students enrolled there in the Fall of 1967.

The Board of Trustees, after one year of searching, surveying and studying twenty local sites, contracted to purchase in February 1966, for one million dollars, the 78-acre Pruitt tract near Annandale to become the first permanent campus. This site provides the qualities most necessary for a commuter campus: it is within an area of high density population, adjacent to several major highways and the Washington Capital Beltway, and has sufficient space to allow the construction of eight major buildings to house an eventual 4,000 full-time day students plus 8,000 part-time evening students, thereby making a total of 12,000 students attending this campus. It provides a delightful urban setting within 20 minutes drive from the city of Washington.

The Adult Evening Program, from its modest start of 135 students in September 1965, expanded during the Winter Quarter, 1966 with offerings from all occupational programs to a total of 540 students. A more thorough planning of the Evening Program for the Spring Quarter resulted in a balanced offering designed to meet the needs of individual adults. Where experience had indicated a decreased enrollment in adult programs in the Spring Quarter from the Winter Quarter, the college's enrollment actually increased to over 600 students.

B. Long-Range Planning

All of the seven jurisdictions concerned have currently indicated by acts of their governing bodies, their willingness to accept the indebtedness which the major long-range plans for the college involve. Plans are underway for the acquisition of three more sites for construction of campuses which will more adequately serve the needs of the seven jurisdictions.

Looking ahead ten years, the local Board of Trustees envisions a cluster of five campuses, including the present so-called temporary site at Bailey's Crossroads, which because of its very nature will, in all probability, continue for many years as an adult education center.

The projected figures for the five campuses are:

Campus #1 (Bailey's Crossroads)	1,000
Campus #2 (Central Campus)	4,000
Campus #3	1,000
Campus #4	1,000
Campus #5	1,000

In addition to the 8,000 full-time day students, who are expected to attend these campuses, there will probably be twice that number in the Evening School.

Present plans are to offer both technical and academic programs at the Bailey's Crossroads campus and at the Central Campus. With the development of a multi-campus college, it is probable that each campus will accent one of the major functions of a community college. The Bailey's Crossroads campus, because of its high concentration of population would logically be retained as a center of Adult Education; the Central Campus might become the Technical Branch; the Northern Campus the Liberal Arts; the Western Campus, devoted to large-scale machinery and construction projects; and the Southern Campus might accent the Vocational and Trade Programs.

Each campus will provide all four functions of a comprehensive community college, while accenting one of the above major functions.

VII. SUMMARY

According to the "PERT" chart, approximately 8,000 man hours were devoted to major events, plus another 2,000 hours of general planning, conferences and Board meetings. The remaining 5,000 hours, approximately 1/3 of the time, are typical of the many small, unplanned, time-consuming activities which are forgotten in most manpower projection needs.

If the approximate number of man hours of energy required to establish a college were doubled, a more realistic time projection would be attained.

Experience of NVTC indicates "PERT" provides an administrator with a check list of the 300 or more events to be accomplished in beginning a new two-year college.

Many of the events, the hours necessary to perform them and their sequence were altered from a normal situation because:

(1) The short period of time available to establish the college, (2) The budget provided for a total of 400 students and almost twice that number were enrolled. (3) The student enrollment almost doubled again at the beginning of the second quarter. (4) Planning for technical and semi-professional programs during the first year of operations was the major factor involved in charting "events";

however, uncharted man hour energies were expended in consideration of the possibility of adding an academic transfer program at the beginning of the second year of operation.

An analysis of this report indicates that at least one year of elapsed time is necessary from the time the President is appointed to the date of opening of the college, and a two-year period would be more practical. A major factor determining the one or two-year period of time is the means by which the physical housing is to be provided (temporary buildings versus new construction or the combination of these two ideas), the size of the initial enrollment, and the number of administrators hired in the beginning period.

A college anticipating an initial enrollment of 500 - 1,000 students should allot a minimum of one year of time for planning and provide at least 5 to 8 administrators plus an appropriate supporting staff.

Due to lack of time and to the fact that items would not be used during the first quarter of operation, 40% of the equipment for the college was not ordered until a later date; business machines and the computer were not installed until the second quarter.

Because of the lengthy planning time necessary in order to receive approval from the League of Nursing, the only planned program which did not materialize on schedule was the two-year Nursing program.

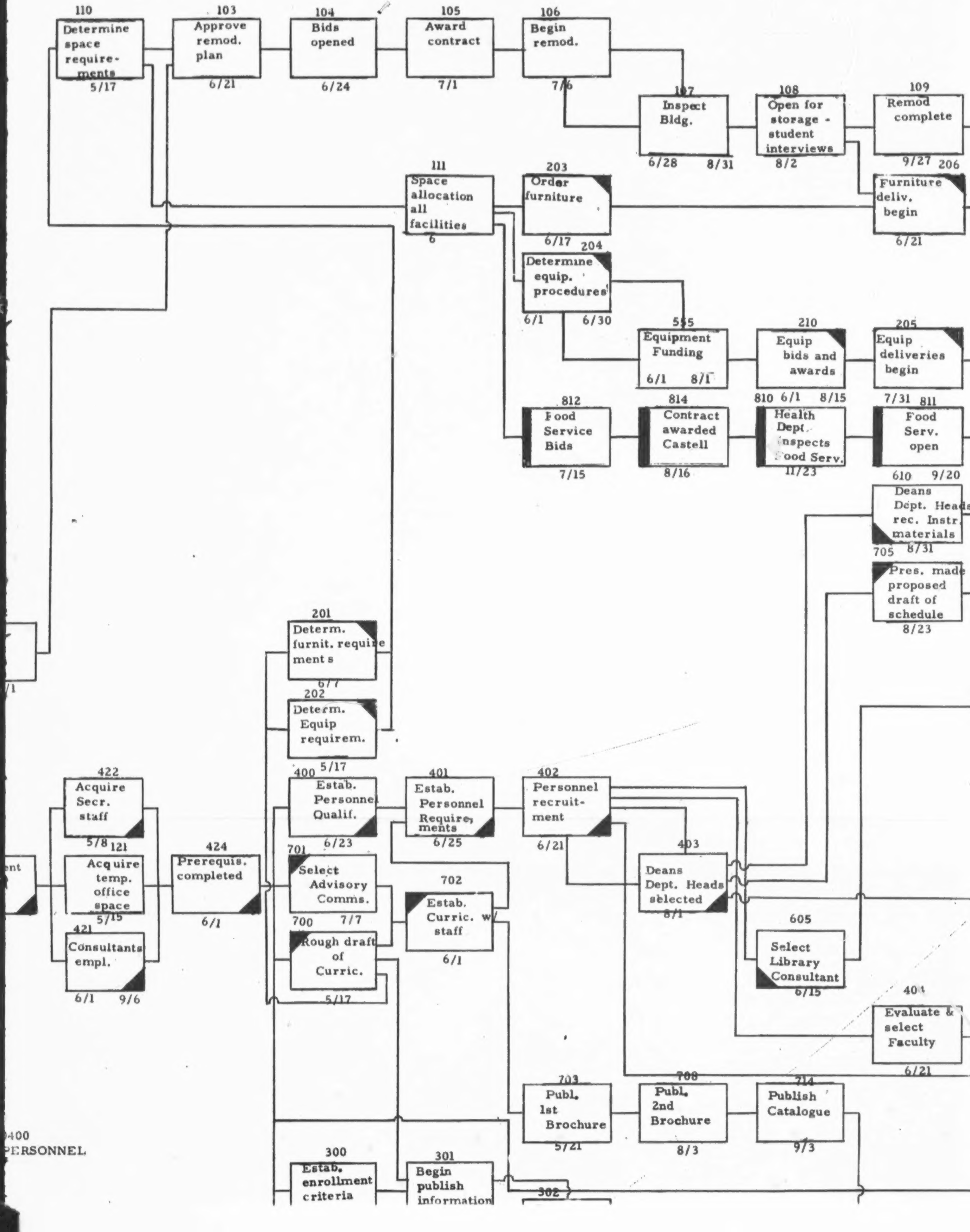
Because of the limited time available to organize instructional curricula from "scratch", several programs went through major revisions during the first two quarters of operation. This was accomplished by consulting nationally-recognized educational experts, and inviting them to spend two concentrated weeks with the staff in specific educational programs.

It is estimated that it requires 20,000 man hours of energy to create a new college. Northern Virginia Technical College had 10,000 man hours available; 15,000 were expended by the staff to open the college on time and solve the major problems. (See Appendix B for staff time and overtime). Relevant factors were high motivation, overtime, and the use of the modified "PERT" chart. (See Abstract for additional information).

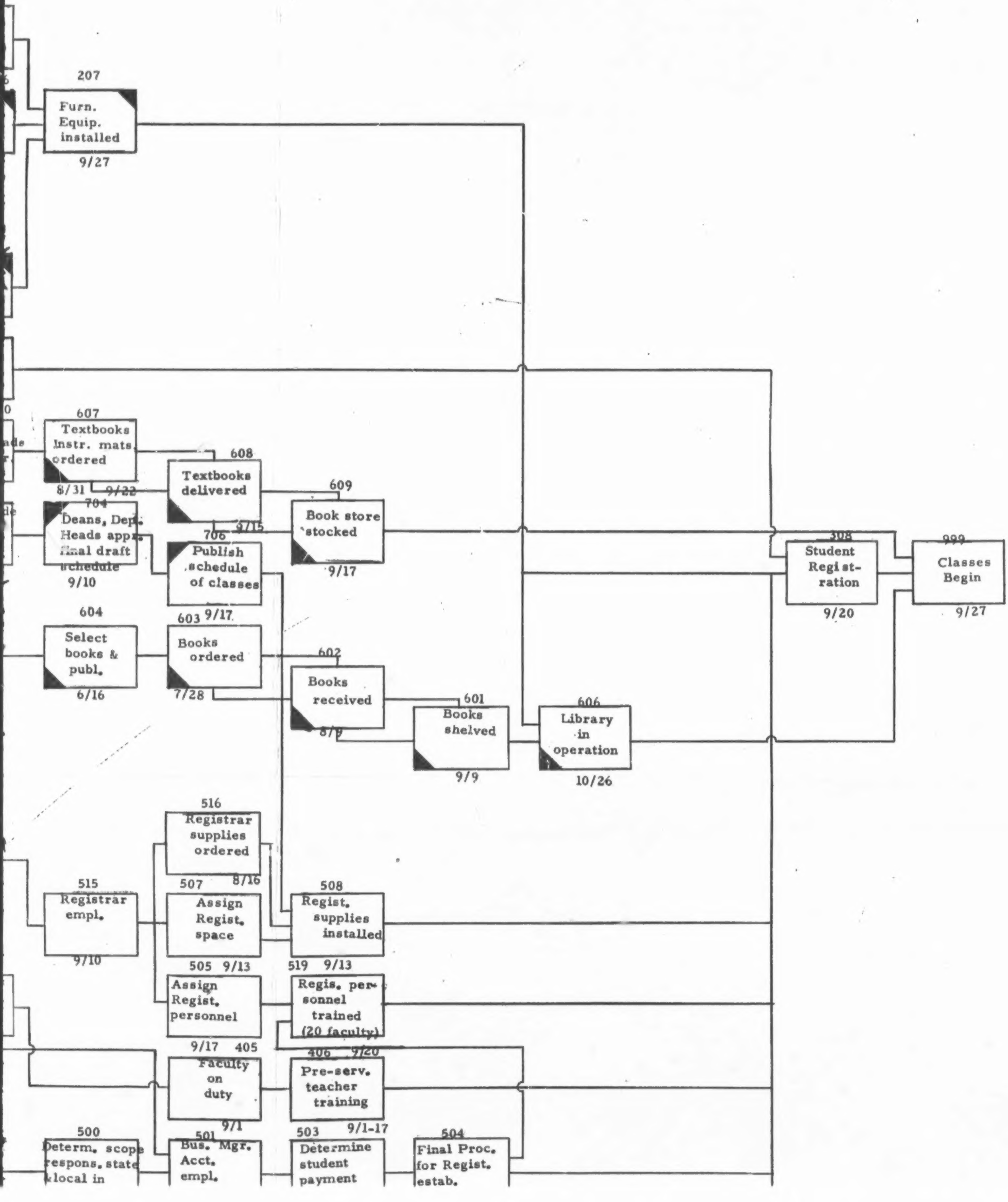
In addition to Phase I of this research project, the college contemplates two additional phases. Phase II will be a study of the steps and procedures necessary to open a (hypothetical, theoretical) two-year college incorporating the experiences of Phase I, as well as the advice of administrators who have experienced similar situations. Phase III will test the validity of Phase II under real conditions when the second college campus is built. This campus will house 4,000 day students and have an ultimate evaluation of $10,000.000.

NORTHERN VIRGINIA TEC

CHART NO


110 Determine space requirements 5/17
103 Approve remod. plan 6/21
104 Bids opened 6/24
105 Award contract 7/1
106 Begin remod. 7/6
107 Inspect Bldg. 6/28 8/31
108 Open for storage - student interviews 8/2
109 Remod complete 9/27
111 Space allocation all facilities 6
203 Order furniture 6/17
206 Furniture deliv. begin 6/21
204 Determine equip. procedures 6/1 6/30
555 Equipment Funding 6/1 8/1
210 Equip bids and awards 810 6/1 8/15
205 Equip deliveries begin 7/31
812 Food Service Bids 7/15
814 Contract awarded Castell 8/16
Health Dept. inspects Food Serv. 11/23
811 Food Serv. open 9/20
610 Deans Dept. Heads rec. Instr. materials 8/31
705 Pres. made proposed draft of schedule 8/23
/1
201 Determ. furnit. requirements 6/7
202 Determ. Equip requirem. 5/17
422 Acquire Secr. staff 5/8
121 Acquire temp. office space 5/15
421 Consultants empl. 6/1 9/6
ent
424 Prerequis. completed 6/1
400 Estab. Personnel Qualif. 6/23
401 Estab. Personnel Requirements 6/25
402 Personnel recruitment 6/21
701 Select Advisory Comms. 7/7
700 Rough draft of Curric. 5/17
702 Estab. Curric. w/ staff 6/1
403 Deans Dept. Heads selected 8/1
605 Select Library Consultant 6/15
404 Evaluate & select Faculty 6/21
703 Publ. 1st Brochure 5/21
708 Publ. 2nd Brochure 8/3
714 Publish Catalogue 9/3
300 Estab. enrollment criteria
301 Begin publish information
302
0400 PERSONNEL

CHNICAL COLLEGE
0 I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9/27
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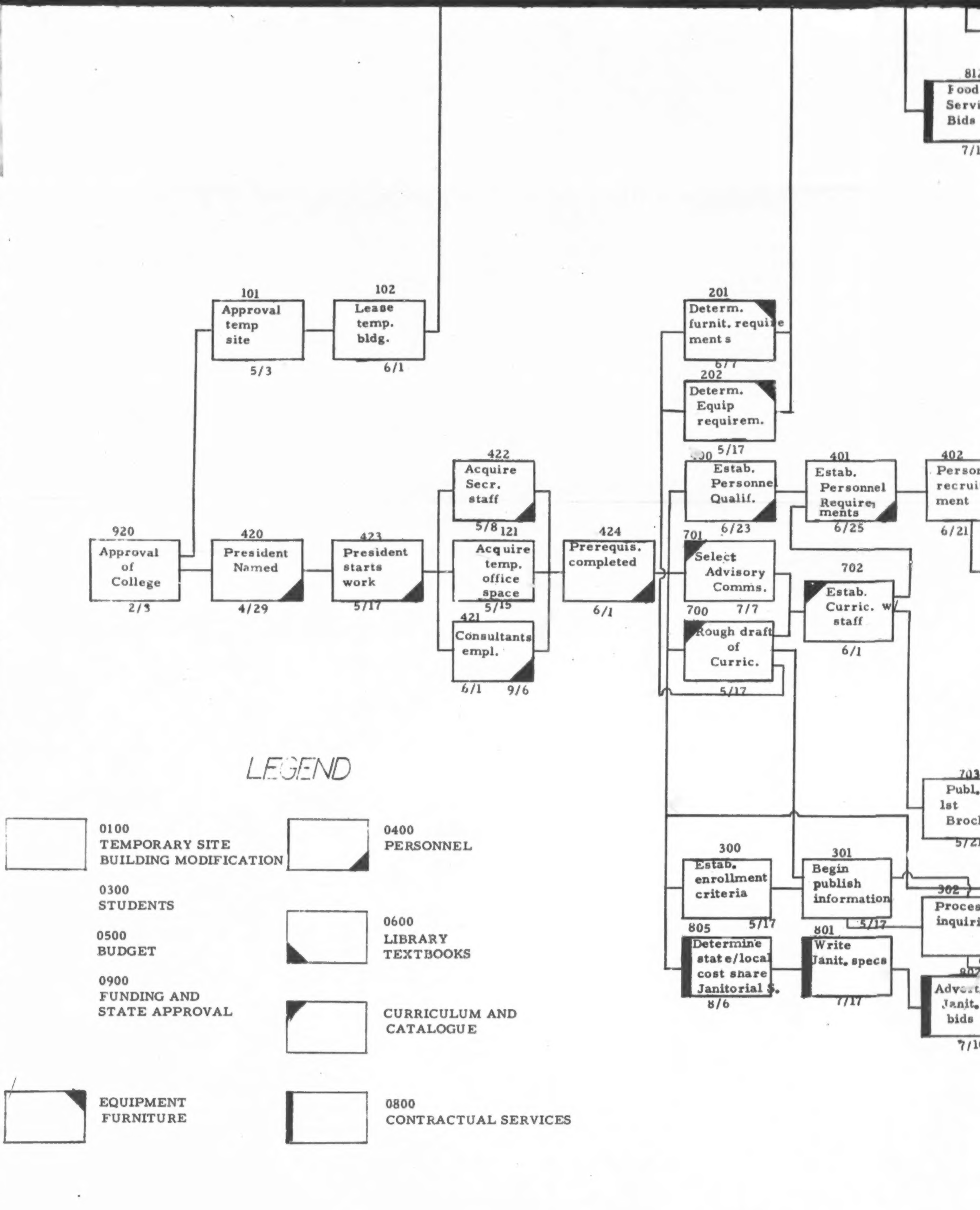
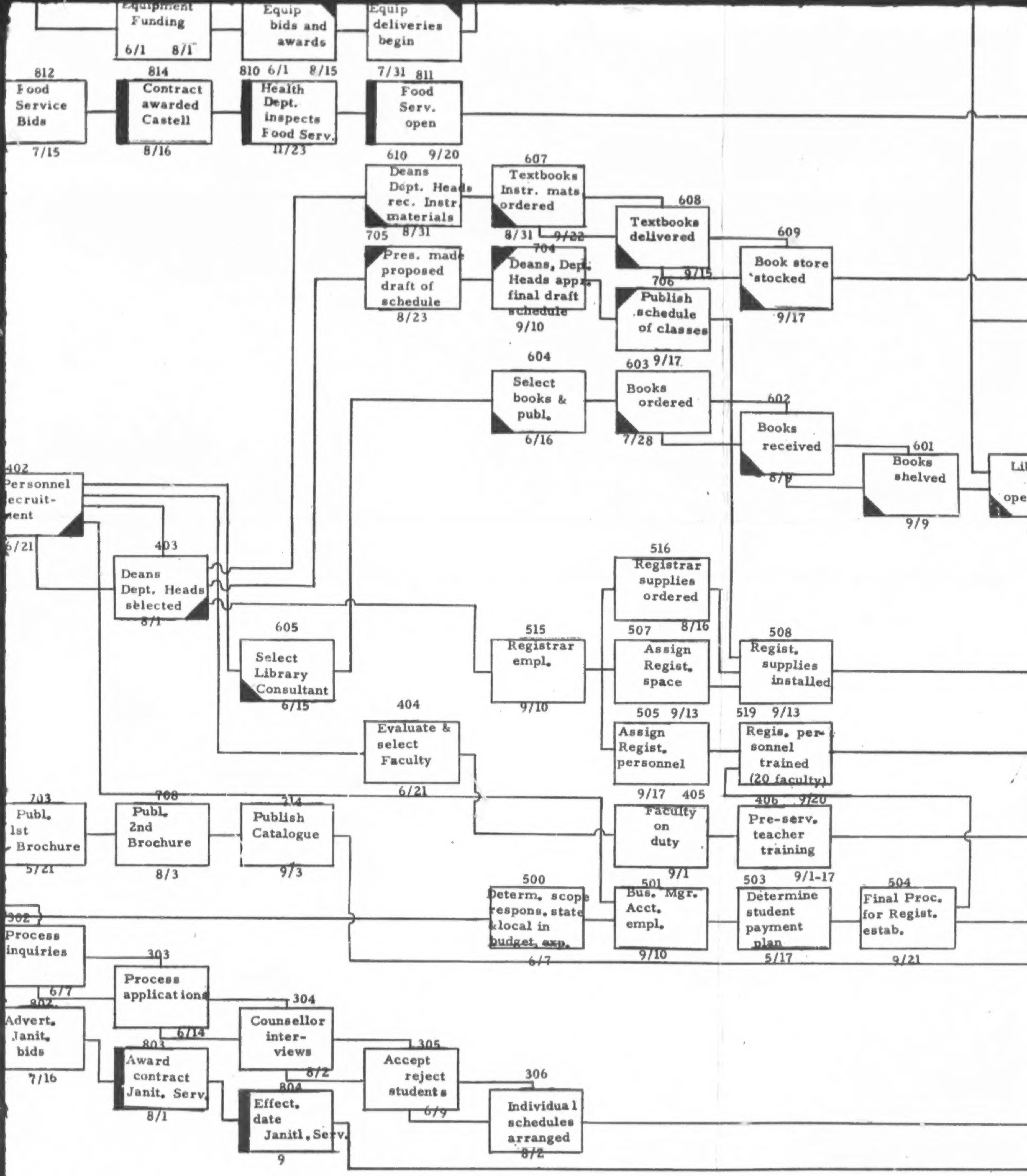
Textbooks Instr. mats. ordered
8/31
9/22
608
Textbooks delivered
9/15
609
Book store stocked
9/17
704
Deans, Dept. Heads appr. final draft schedule
9/10
706
Publish schedule of classes
9/17
604
Select books & publ.
6/16
603
Books ordered
7/28
602
Books received
8/9
601
Books shelved
9/9
606
Library in operation
10/26
508
Student Regist-ration
9/20
999
Classes Begin
9/27
516
Registrar supplies ordered
8/16
515
Registrar empl.
9/10
507
Assign Regist. space
505
9/13
508
Regist. supplies installed
519
9/13
Assign Regist. personnel
9/17
Regis. personnel trained (20 faculty)
9/20
405
Faculty on duty
9/1
406
Pre-serv. teacher training
9/1-17
500
Determ. scope respons. state & local in
501
Bus. Mgr. Acct. empl.
503
Determine student payment
504
Final Proc. for Regist. estab.



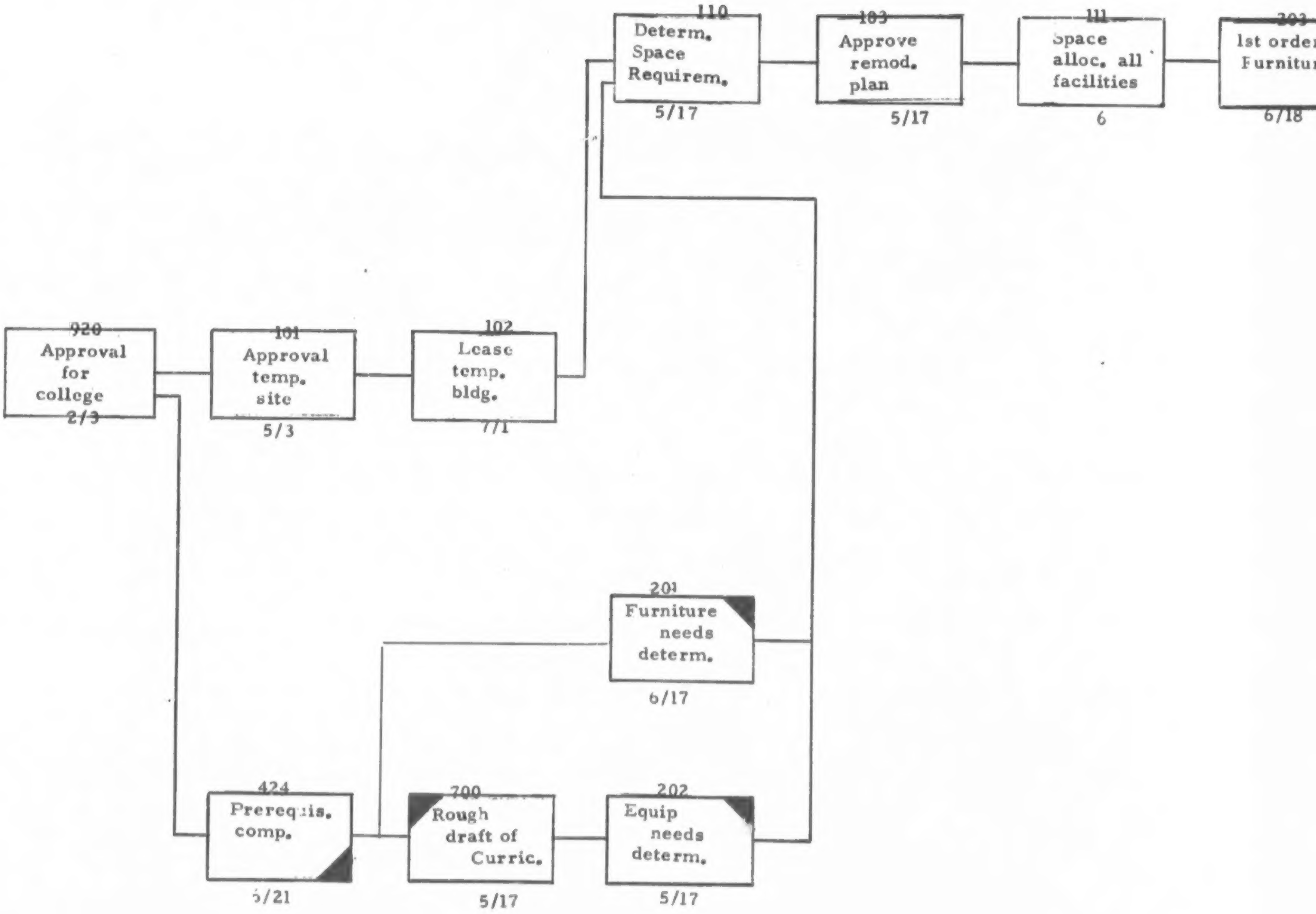
812
Food Servi
Bids
7/1
101
Approval temp site
5/3
102
Lease temp. bldg.
6/1
201
Determ. furnit. requirement s
6/7
202
Determ. Equip requirem.
5/17
422
Acquire Secr. staff
5/8
121
Acquire temp. office space
5/15
421
Consultants empl.
6/1
9/6
920
Approval of College
2/3
420
President Named
4/29
423
President starts work
5/17
424
Prerequis. completed
6/1
400
Estab. Personnel Qualif.
6/23
401
Estab. Personnel Requirements
6/25
402
Person recrui ment
6/21
701
Select Advisory Comms.
7/7
702
Estab. Curric. w/ staff
6/1
700
Rough draft of Curric.
5/17
703
Publ. 1st Broc
5/21
300
Estab. enrollment criteria
5/17
301
Begin publish information
5/17
302
Proces inquiri
805
Determine state/local cost share Janitorial S.
8/6
801
Write Janit. specs
7/17
807
Advert. Janit. bids
7/1
LEGEND
0100 TEMPORARY SITE BUILDING MODIFICATION
0300 STUDENTS
0500 BUDGET
0900 FUNDING AND STATE APPROVAL
EQUIPMENT FURNITURE
0400 PERSONNEL
0600 LIBRARY TEXTBOOKS
CURRICULUM AND CATALOGUE
0800 CONTRACTUAL SERVICES


Equipment Funding
6/1 8/1
Equip bids and awards
810 6/1 8/15
Equip deliveries begin
7/31
812
Food Service Bids
7/15
814
Contract awarded Castell
8/16
Health Dept. inspects Food Serv.
11/23
811
Food Serv. open
610 9/20
Deans Dept. Heads rec. Instr. materials
8/31
607
Textbooks Instr. mats. ordered
8/31 9/22
608
Textbooks delivered
9/15
609
Book store stocked
9/17
705
Pres. made proposed draft of schedule
8/23
704
Deans, Dept. Heads appr. final draft schedule
9/10
706
Publish schedule of classes
9/17
604
Select books & publ.
6/16
603
Books ordered
7/28
602
Books received
8/9
601
Books shelved
9/9
Li
ope
402
Personnel recruitment
6/21
403
Deans Dept. Heads selected
8/1
605
Select Library Consultant
6/15
404
Evaluate & select Faculty
6/21
516
Registrar supplies ordered
8/16
515
Registrar empl.
9/10
507
Assign Regist. space
508
Regist. supplies installed
505 9/13
Assign Regist. personnel
519 9/13
Regis. personnel trained (20 faculty)
9/17 405
Faculty on duty
9/1
406 9/20
Pre-serv. teacher training
703
Publ. 1st Brochure
5/21
708
Publ. 2nd Brochure
8/3
714
Publish Catalogue
9/3
500
Determ. scope respons. state & local in budget, exp.
6/7
501
Bus. Mgr. Acct. empl.
9/10
503 9/1-17
Determine student payment plan
5/17
504
Final Proc. for Regist. estab.
9/21
302
Process inquiries
6/7
303
Process applications
6/14
304
Counsellor interviews
8/2
305
Accept reject students
6/9
306
Individual schedules arranged
8/2
802
Advert. Janit. bids
7/16
803
Award contract Janit. Serv.
8/1
804
Effect. date Janitl. Serv.
9

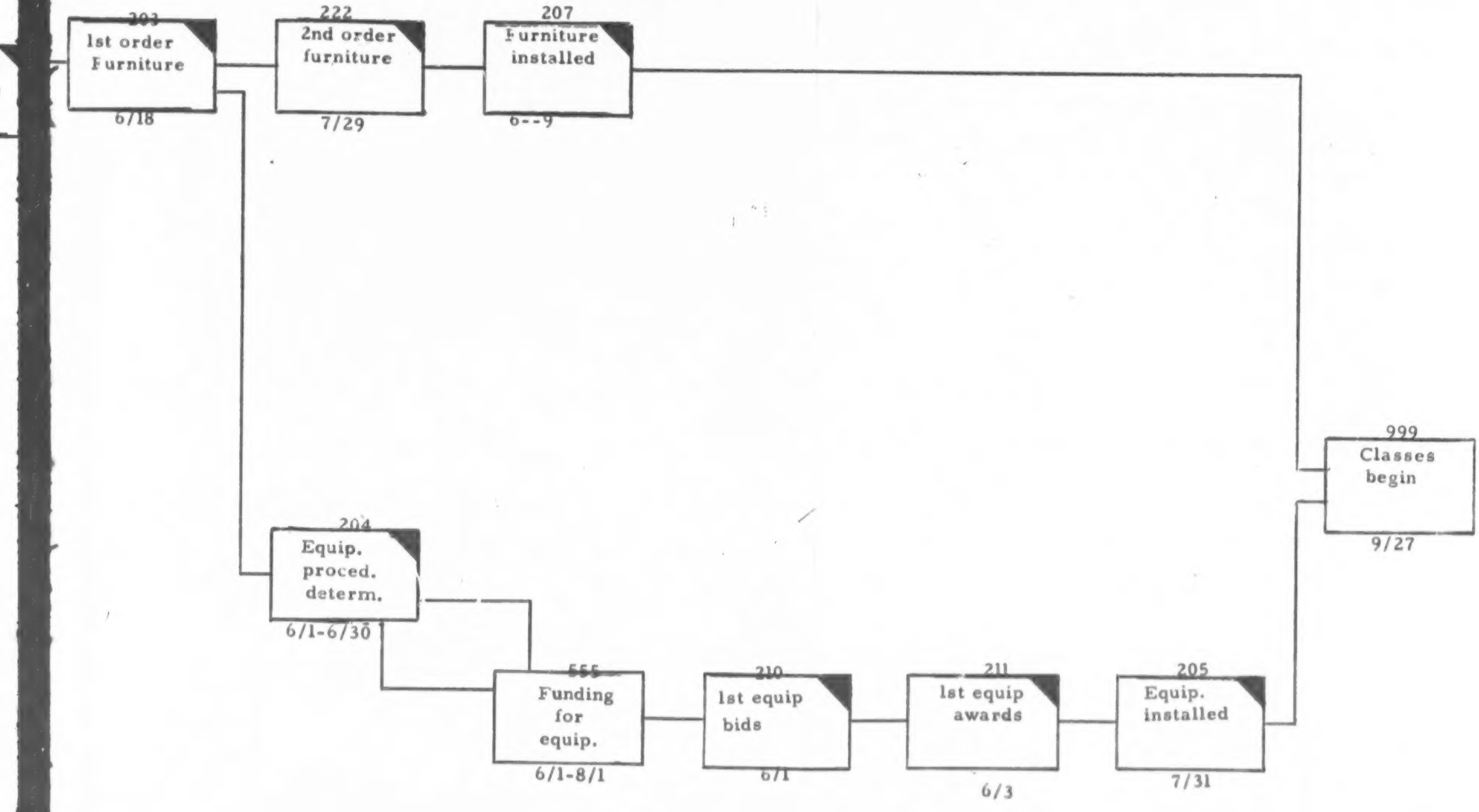
NORTHERN VIRGINIA T

FURNITURE AND E

CHART NO. 2


920
Approval for college
2/3
101
Approval temp. site
5/3
102
Lease temp. bldg.
7/1
110
Determ. Space Requirem.
5/17
103
Approve remod. plan
5/17
111
Space alloc. all facilities
6
203
1st orde
Furnitu
6/18
201
Furniture needs determ.
6/17
424
Prerequis. comp.
5/21
700
Rough draft of Curric.
5/17
202
Equip needs determ.
5/17

NIA TECHNICAL COLLEGE
ND EQUIPMENT
NO. 2


203
1st order Furniture
6/18
222
2nd order furniture
7/29
207
Furniture installed
6--9
204
Equip. proced. determ.
6/1-6/30
555
Funding for equip.
6/1-8/1
210
1st equip bids
6/1
211
1st equip awards
6/3
205
Equip. installed
7/31
999
Classes begin
9/27

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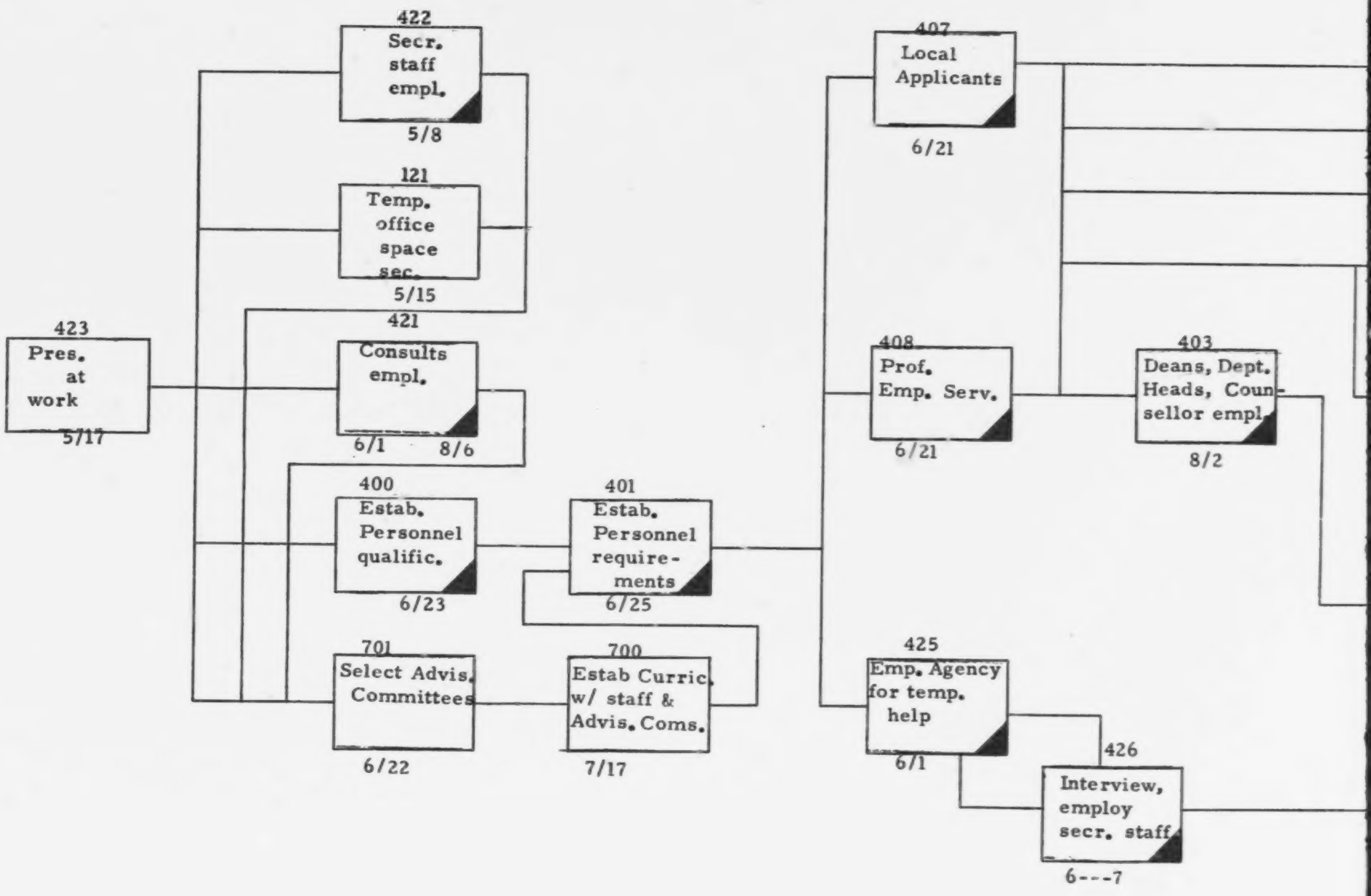
NORTHERN VIRGINIA TECHN

PERSONNEL

CHART NO. 3



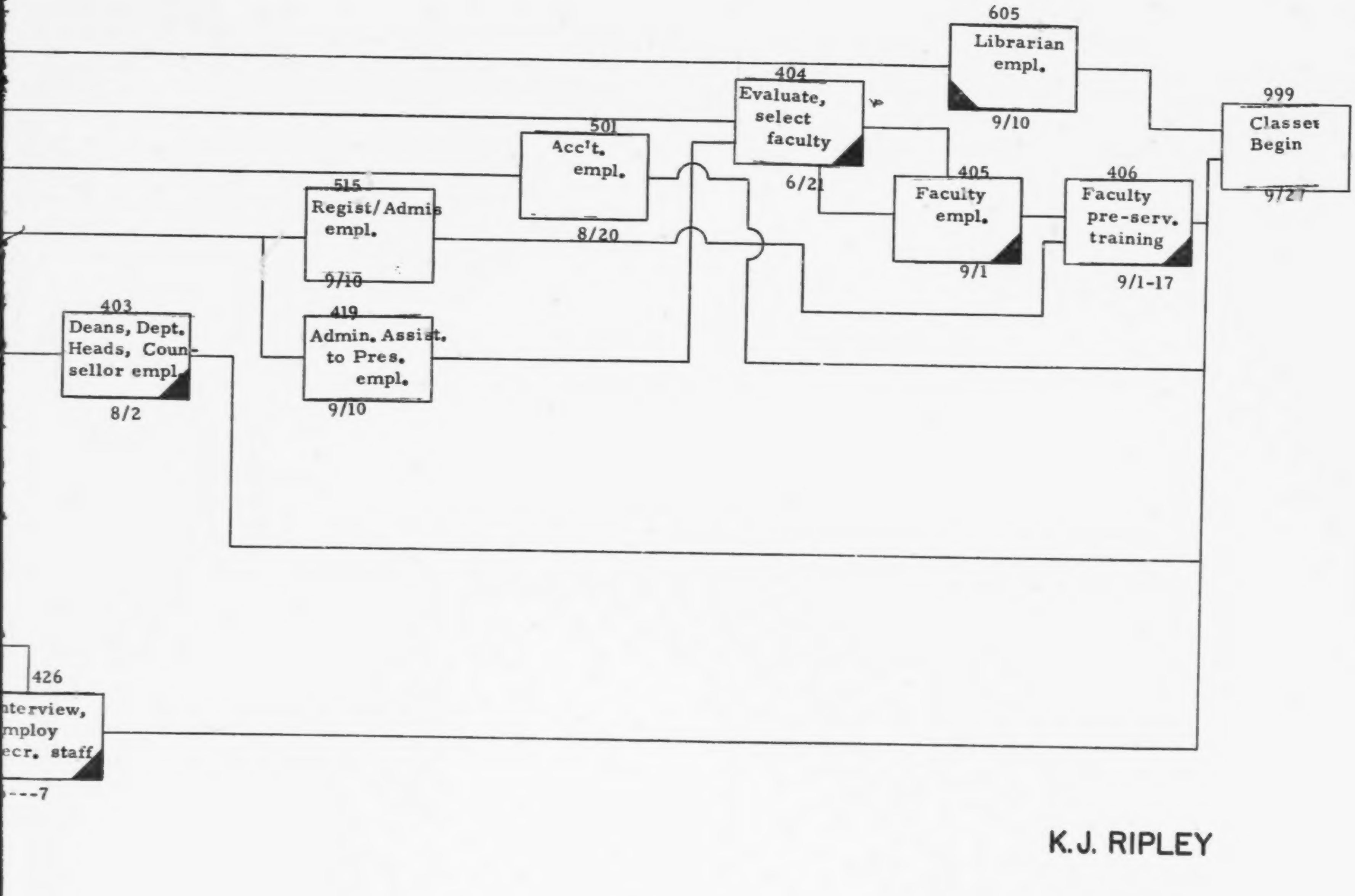
422
Secr. staff empl.
5/8
121
Temp. office space sec.
5/15
421
Consults empl.
6/1
8/6
423
Pres. at work
5/17
400
Estab. Personnel qualific.
6/23
401
Estab. Personnel require-ments
6/25
701
Select Advis. Committees
6/22
700
Estab Curric. w/ staff & Advis. Coms.
7/17
407
Local Applicants
6/21
408
Prof. Emp. Serv.
6/21
403
Deans, Dept. Heads, Counsellor empl.
8/2
425
Emp. Agency for temp. help
6/1
426
Interview, employ secr. staff
6---7

SEC. 1

IRGINIA TECHNICAL COLLEGE

PERSONNEL

CHART NO. 3


605
Librarian empl.
9/10
404
Evaluate, select faculty
6/21
501
Acc't. empl.
8/20
515
Regist/Admis empl.
9/10
405
Faculty empl.
9/1
406
Faculty pre-serv. training
9/1-17
999
Classes Begin
9/2
403
Deans, Dept. Heads, Counsellor empl.
8/2
419
Admin. Assist. to Pres. empl.
9/10
426
nterview, mploy ecr. staff
---7

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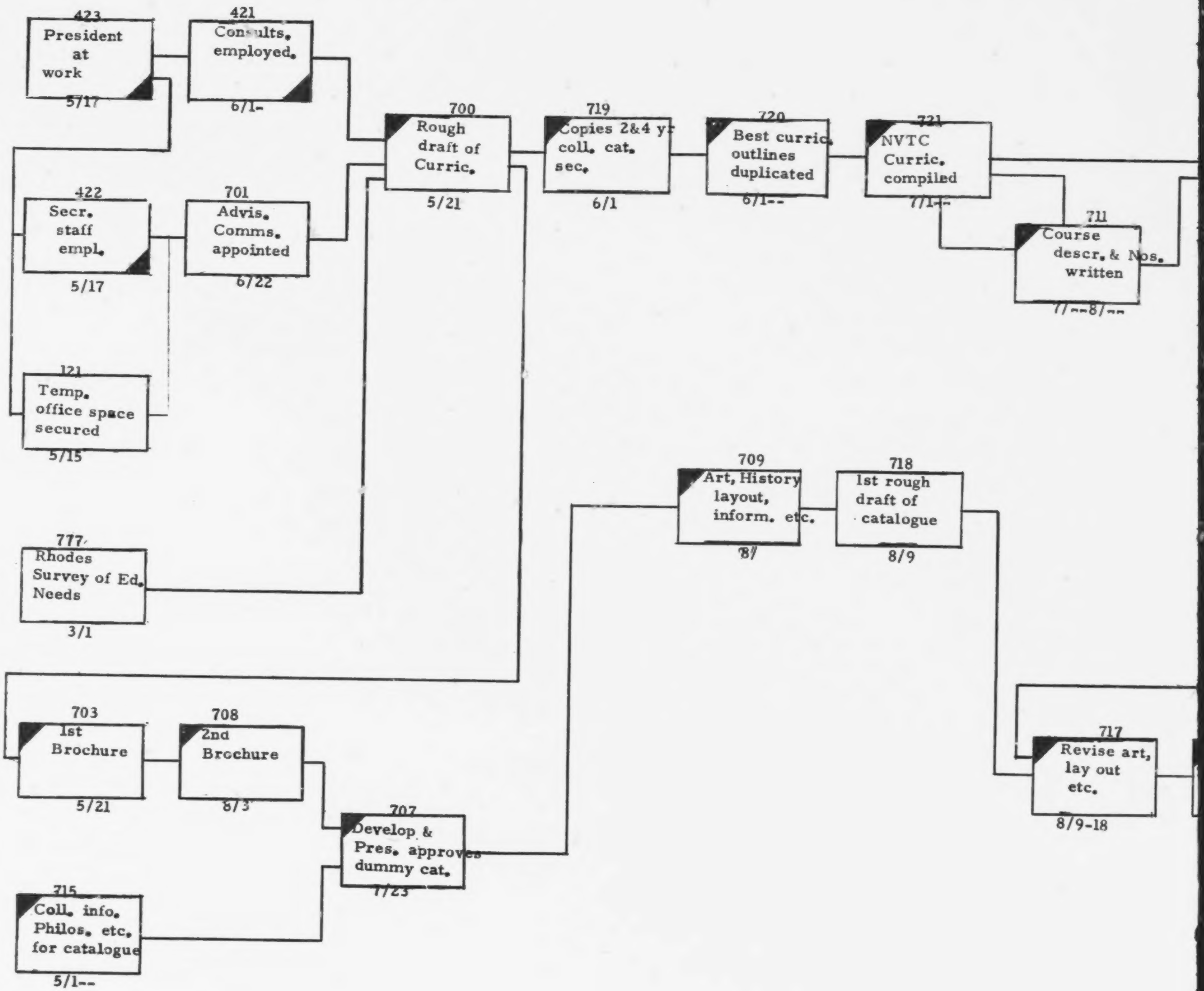
SEC. 2

NORTHERN VIRGINIA TEC

CURRICULUM AND CATA

CHART NO. 4

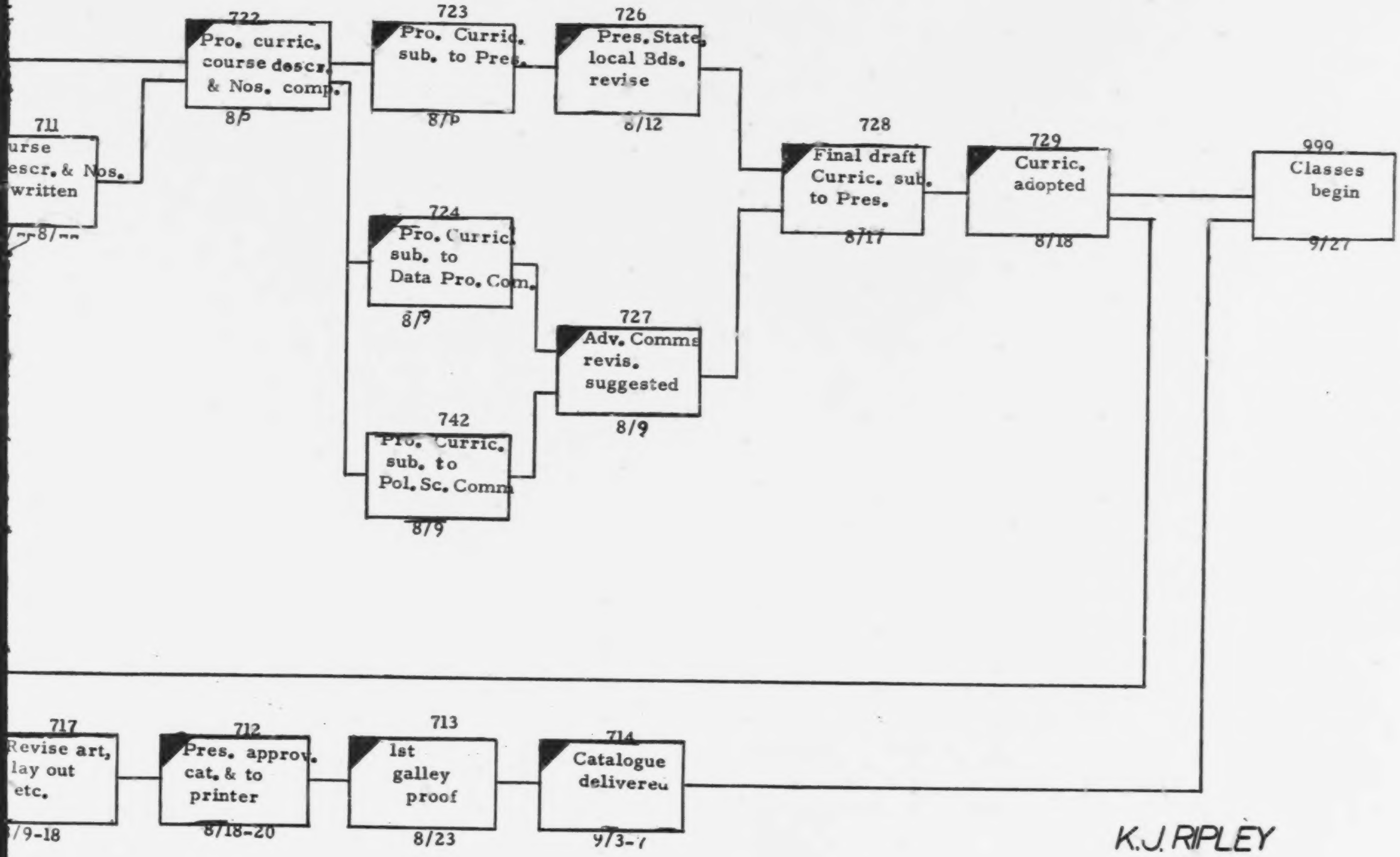

423
President at work
5/17
421
Consults. employed.
6/1-
422
Secr. staff empl.
5/17
701
Advis. Comms. appointed
6/22
121
Temp. office space secured
5/15
777
Rhodes Survey of Ed. Needs
3/1
700
Rough draft of Curric.
5/21
719
Copies 2&4 yr coll. cat. sec.
6/1
720
Best curric. outlines duplicated
6/1--
721
NVTC Curric. compiled
7/1--
711
Course descr. & Nos. written
7/--8/--
709
Art, History layout, inform. etc.
8/
718
1st rough draft of catalogue
8/9
717
Revise art, lay out etc.
8/9-18
703
1st Brochure
5/21
708
2nd Brochure
8/3
707
Develop & Pres. approves dummy cat.
7/23
715
Coll. info. Philos. etc. for catalogue
5/1--

SEC. 1

NIA TECHNICAL COLLEGE

CATALOGUE

NO. 4



711
urse
escr. & Nos.
written
/--8/--
722
Pro. curric.
course descr.
& Nos. comp.
8/5
723
Pro. Curric.
sub. to Pres.
8/6
726
Pres. State,
local Bds.
revise
8/12
724
Pro. Curric.
sub. to
Data Pro. Com.
8/9
727
Adv. Comms
revis.
suggested
8/9
742
Pro. Curric.
sub. to
Pol. Sc. Comm
8/9
728
Final draft
Curric. sub.
to Pres.
8/17
729
Curric.
adopted
8/18
999
Classes
begin
9/27
717
Revise art,
lay out
etc.
/9-18
712
Pres. approv.
cat. & to
printer
8/18-20
713
1st
galley
proof
8/23
714
Catalogue
delivered
9/3-7

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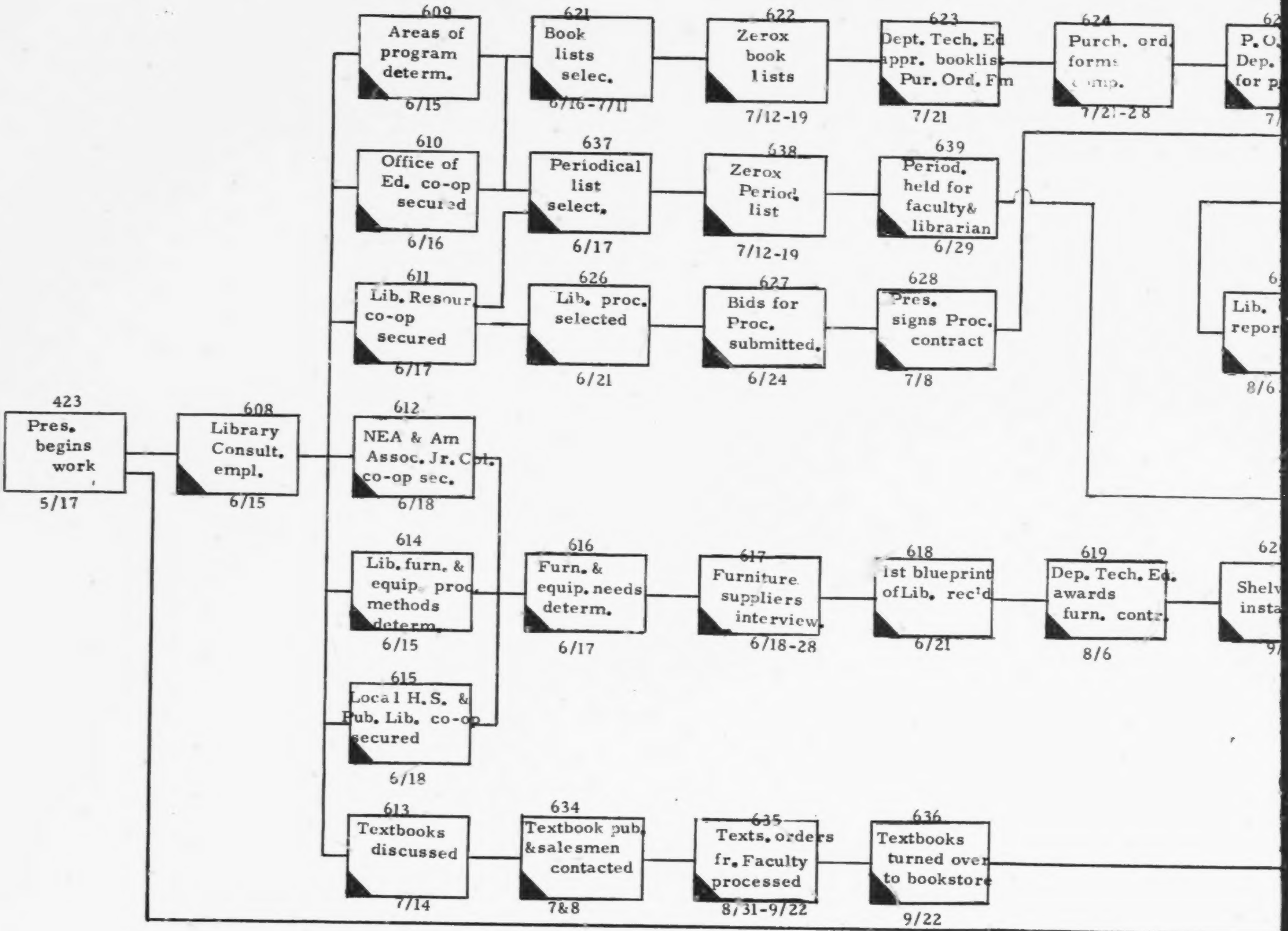
SEC. 2

NORTHERN VIRGINIA TECHNICAL

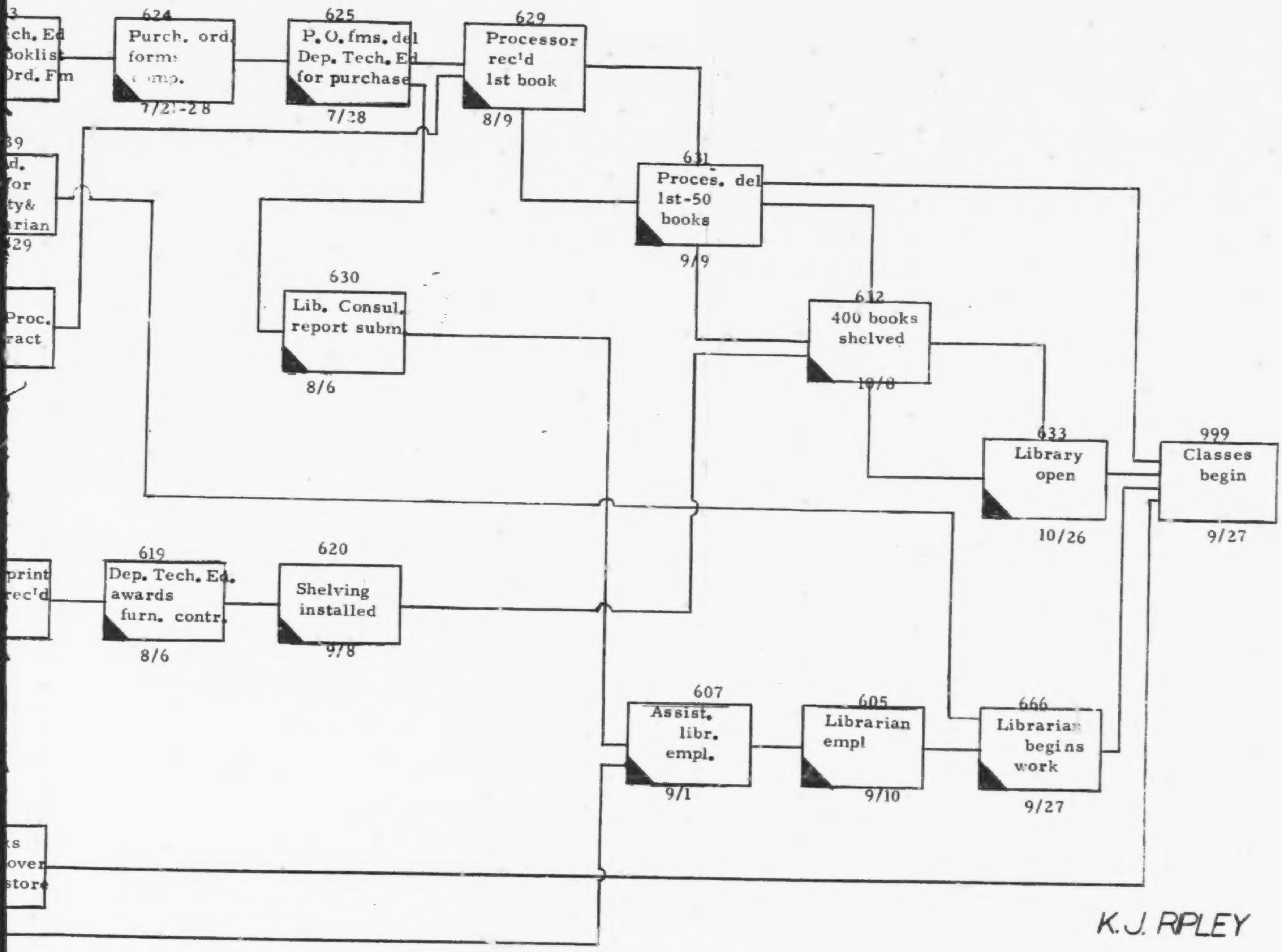
LIBRARY
CHART NO. 5


423
Pres. begins work
5/17
608
Library Consult. empl.
6/15
609
Areas of program determ.
6/15
621
Book lists selec.
6/16-7/11
622
Zerox book lists
7/12-19
623
Dept. Tech. Ed appr. booklist Pur. Ord. Fm
7/21
624
Purch. ord. forms comp.
7/21-28
62
P.O. Dep. for p
7/
610
Office of Ed. co-op secured
6/16
637
Periodical list select.
6/17
638
Zerox Period. list
7/12-19
639
Period. held for faculty& librarian
6/29
611
Lib. Resour. co-op secured
6/17
626
Lib. proc. selected
6/21
627
Bids for Proc. submitted.
6/24
628
Pres. signs Proc. contract
7/8
6
Lib. repor
8/6
612
NEA & Am Assoc. Jr. Col. co-op sec.
6/18
614
Lib. furn. & equip. proc. methods determ.
6/15
616
Furn. & equip. needs determ.
6/17
617
Furniture suppliers interview.
6/18-28
618
1st blueprint of Lib. rec'd
6/21
619
Dep. Tech. Ed. awards furn. contr.
8/6
62
Shelv insta
9/
615
Local H.S. & Pub. Lib. co-op secured
6/18
613
Textbooks discussed
7/14
634
Textbook pub. &salesmen contacted
7&8
635
Texts. orders fr. Faculty processed
8/31-9/22
636
Textbooks turned over to bookstore
9/22

SEC. 1

GINIA TECHNICAL COLLEGE

BRARY
RT NO. 5


3
ch. Ed
oklis
Ord. Fm
624
Purch. ord.
forms
comp.
7/21-28
625
P.O. fms. del
Dep. Tech. Ed
for purchase
7/28
629
Processor
rec'd
1st book
8/9
39
d.
for
ty&
rian
29
631
Proces. del
1st-50
books
9/9
630
Lib. Consul.
report subm.
8/6
Proc.
ract
632
400 books
shelved
10/8
633
Library
open
10/26
999
Classes
begin
9/27
print
rec'd
619
Dep. Tech. Ed.
awards
furn. contr.
8/6
620
Shelving
installed
9/8
607
Assist.
libr.
empl.
9/1
605
Librarian
empl
9/10
666
Librarian
begins
work
9/27
s
over
store

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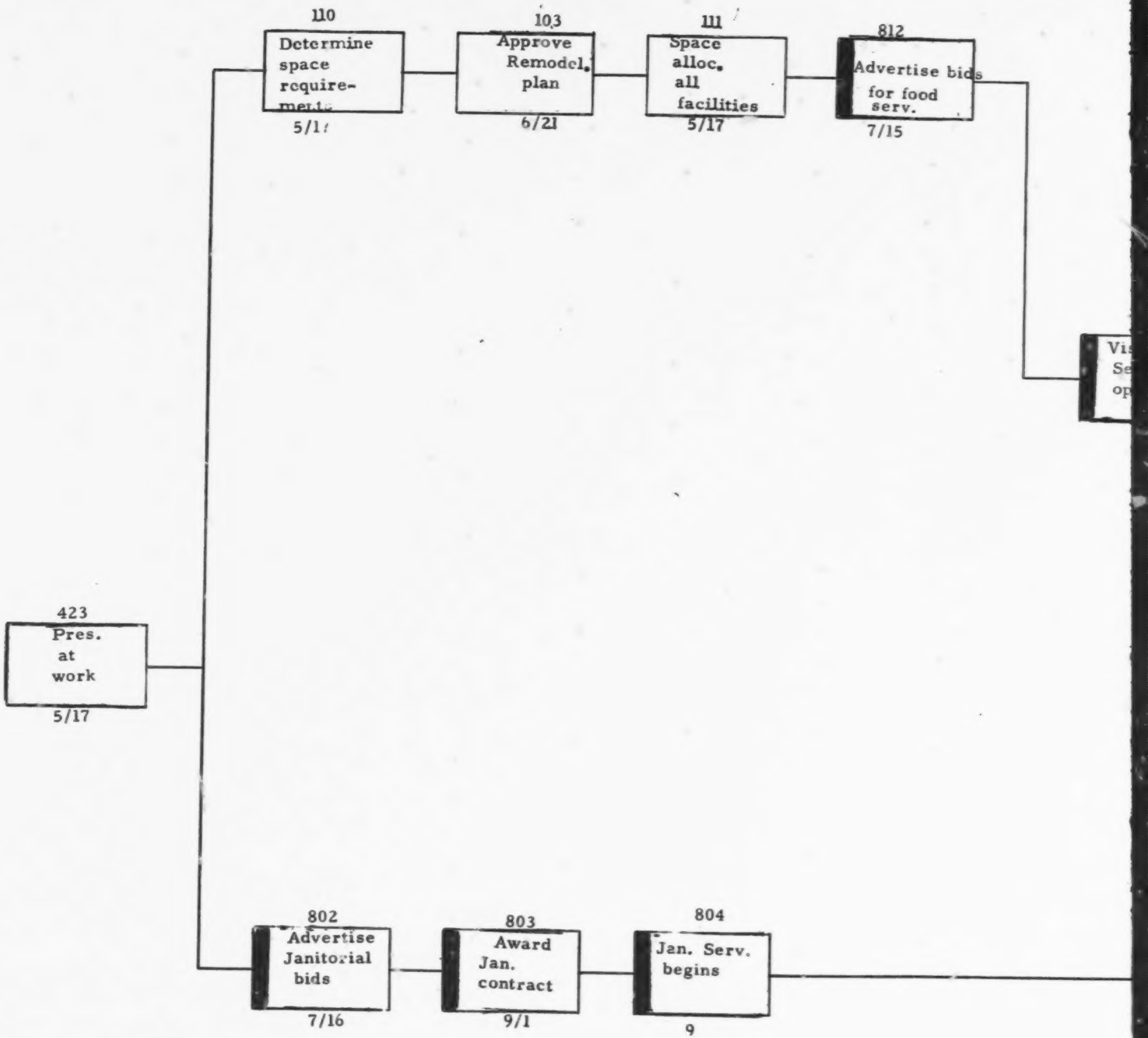
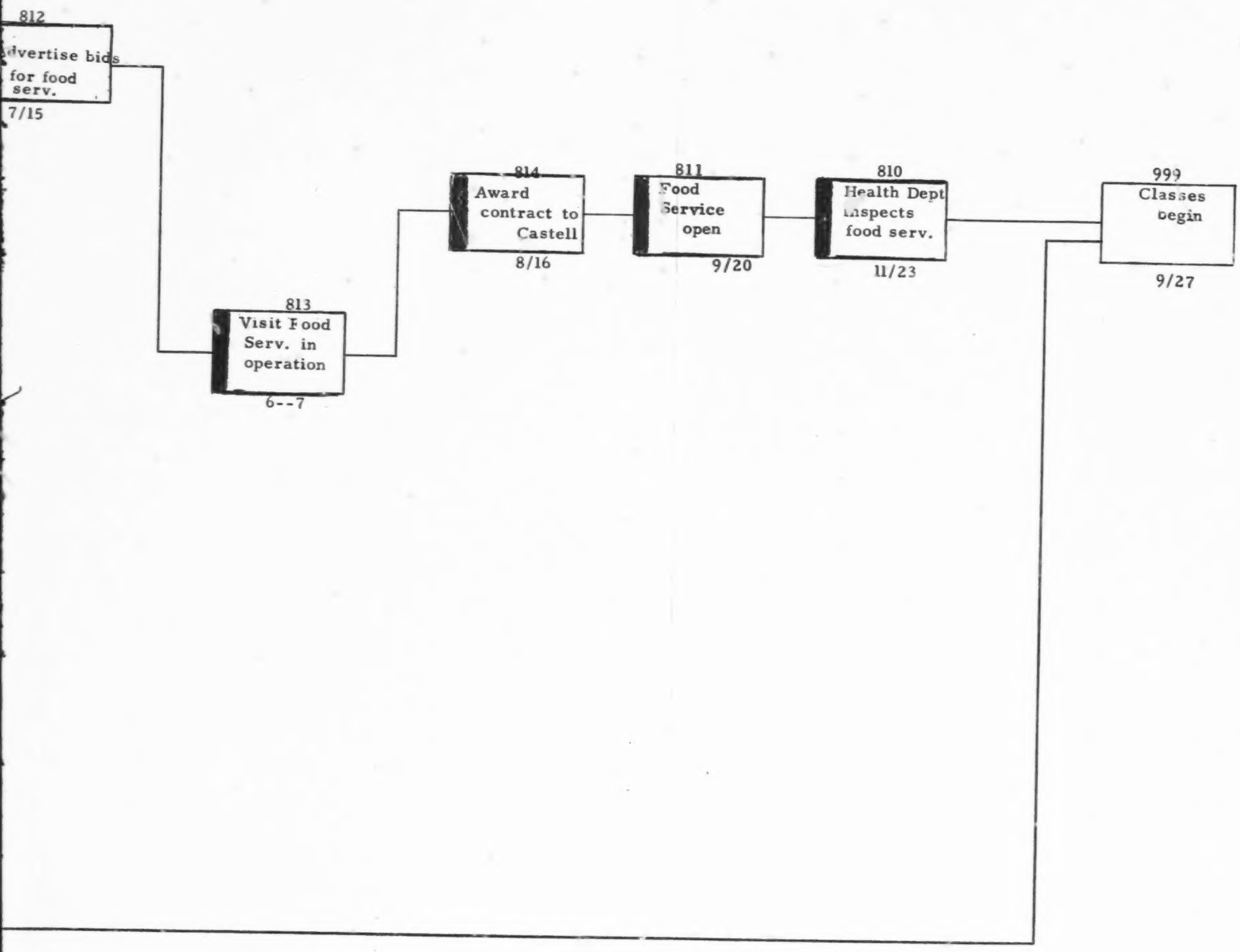
SEC. 2

NORTHERN VIRGINI
FOOD SERVICE-J
CHAR


110
Determine space require-ments
5/17
103
Approve Remodel. plan
6/21
111
Space alloc. all facilities
5/17
812
Advertise bids for food serv.
7/15
Vi
Se
op
423
Pres. at work
5/17
802
Advertise Janitorial bids
7/16
803
Award Jan. contract
9/1
804
Jan. Serv. begins
9

SEC. 1

HERN VIRGINIA TECHNICAL COLLEGE
OOD SERVICE-JANITORIAL SERVICE
CHART NO. 6


812
dvertise bids for food serv.
7/15
813
Visit Food Serv. in operation
6--7
814
Award contract to Castell
8/16
811
Food Service open
9/20
810
Health Dept inspects food serv.
11/23
999
Classes begin
9/27

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SEC. 2

APPENDIX A

NORTHERN VIRGINIA TECHNICAL COLLEGE
Revised FY 65-66 Budget
5 November 1965

Item	Total Local	Local Spent or Committed 1 Nov.	Total State	State Spent or Committed 1 Nov.	GRAND TOTAL
ADMINISTRATION					
Salaries					
President					
Administration/Registrar					
Accountant					
Asst. Community Relations					
Clerical & Research Analyst					
Sub-Total (Salaries)	23,396.93	4,638.68	39,774.00	11,615.00	63,170.93
Operations					
Contractural Services			400.00	300.00	400.00
Publications & Printing	8,101.25	3,138.75	1,000.00	500.00	9,101.25
Postage & Telegraph	1,000.00	202.34	1,000.00	202.34	2,000.00
Travel (Bd., Staff, Consultants)	2,691.02	740.32	3,000.00	1,131.11	5,691.02
Workmen's Compensation	350.00	-0-		-0-	350.00
Supplies	523.90	41.46			523.90
Social Security	1,718.00	143.48	750.00	158.96	2,468.00
Hospitalization	2,086.30	491.24		-0-	2,086.30
Rental of Office Equipment			623.00	623.00	623.00
Sub-Total (Operations)	16,470.47	4,757.59	6,773.00	2,915.41	23,243.47
TOTAL ADMINISTRATION	39,867.40	9,396.27	46,547.00	14,530.41	86,414.40

Item	Total Local	Local Spent or Committed 1 Nov.	Total State	State Spent or Committed 1 Nov.	GRAND TOTAL
INSTRUCTION					
Salaries					
Division Heads (3)		-0-	32,250.00	7,454.52	32,250.00
Instructors & Occupational Advisors		-0-	273,272.00	45,705.14	273,272.00
Instructors (Part-time)		-0-	52,650.00	-0-	52,650.00
Clerical (4) & Part-Time	11,522.95	2,455.32	(3) 6,857.00	2,355.31	18,379.95
Student Wages	1,239.12	630.25	2,000.00	630.26	3,239.12
Sub-Total (Salaries)	12,762.07	3,085.57	367,029.00	56,145.23	379,791.07
Operations					
Instructional Supplies		-0-	50,000.00	8,220.09	50,000.00
Tuition for Faculty	3,000.00			-0-	3,000.00
Data Processing Lab Equip. Rental		-0-	72,500.00	-0-	72,500.00
Transportation In (on equip.)		-0-	600.00	436.16	600.00
Sub-Total (Operations)	3,000.00	-0-	123,100.00	8,656.25	126,100.00
TOTAL INSTRUCTION	15,762.07	3,085.57	490,129.00	64,801.48	505,891.07
CONSULTANT			2,000.00	-0-	2,000.00

Item	Total Local	Local Spent or Committed 1 Nov 65	Total State	State Spent or Committed 1 Nov 65	GRAND TOTAL
LIBRARY					
Salaries					
Librarian			6,700.00	750.00	6,700.00
Clerical (1)	2,160.00	360.00	1,836.00	360.00	3,996.00
Sub-Total (Salaries)	2,160.00	360.00	8,536.00	1,110.00	10,696.00
Operations	000	-0-	000	-0-	000
TOTAL LIBRARY	2,160.00	360.00	8,536.00	1,110.00	10,696.00
PHYSICAL PLANT					
Salaries					
Janitorial Service	7,456.85	1,106.85	7,456.85	1,106.85	14,913.70
Sub-Total (Salaries)	7,456.85	1,106.85	7,456.85	1,106.85	14,913.70
Operations					
Utilities	12,524.54	2,229.97	12,524.54	2,229.95	25,049.08
Repairs	1,100.00	63.90		-0-	1,100.00
Bldg. Maintenance Supplies	340.86	162.14	340.00		680.86
Insurance	443.01	54.00	1,200.00	801.00	1,643.01
Rent	46,822.55	16,666.68			52,700.00
Sub-Total (Operations)	61,230.46	19,176.69	14,064.54	3,030.95	81,172.95
TOTAL PHYSICAL PLANT	68,687.81	20,283.54	21,521.39	4,137.80	96,086.65

Revised FY 65-66 Budget

Item	Total Local	Local Spent or Committed 1 Nov 65	Total State	State Spent or Committed 1 Nov 65	GRAND TOTAL
CAPITAL OUTLAY					
4 Bay Conversion	98,747.72	90,847.25			98,747.72
Architect Fees	3,135.00	2,835.00			3,135.00
Bay 5 Conversion	15,000.00				15,000.00
Office Equipment			23,152.00	22,152.52	23,152.00
Building & Ground Maintenance			1,000.00		1,000.00
Classrooms @ 1,500			51,589.27	47,089.27	51,589.27
Lecture Rooms @ 1,500					
Library Equipment			8,985.60	8,485.60	8,985.60
Library Books			55,000.00	20,575.55	55,000.00
Data Processing Lab Furniture			13,681.77	5,700.37	13,681.77
Secretarial Science Lab			61,035.60	60,935.60	61,035.60
Business Science			13,020.00	448.00	13,020.00
Electronics (2 Labs)			57,986.39	45,986.39	57,986.39
Engr. Design (Drafting)			51,933.08	26,541.86	51,933.08
Police Science			2,704.00	119.26	2,704.00
Physics Lab			16,814.90		16,814.90
Training Aids			1,600.00	*	1,600.00
TOTAL	116,882.72	93,682.25	358,502.61	238,034.42	475,385.33

* Training aids purchased included in classrooms

Item	Total Local	Local Spent or Committed 1 Nov 65	Total State	State Spent or Committed 1 Nov 65	GRAND TOTAL
RE-CAP					
Administration	39,867.40	9,396.27	46,547.00	14,530.41	86,414.40
Instruction	15,762.07	3,085.57	490,129.00	64,801.48	505,891.07
Consultant			2,000.00		2,000.00
Library	2,160.00	360.00	8,536.00	1,110.00	10,696.00
Physical Plant	68,687.81	20,283.54	21,521.39	4,137.80	96,086.65
Capital Outlay	116,882.72	93,682.25	358,502.61	238,034.42	475,385.33
GRAND TOTAL	243,360.00	126,807.63	927,236.00	322,614.11	1,176,473.45

BALANCE

	Local		State
RECEIPTS			
Local Jurisdictions (FY 64-65)	10,000.00		
Local Jurisdictions (FY 65-66)	100,000.00	Budgeted FY 66	812,236.00
Out-of-Area Tuition	760.00		
Student Lab Fees	1,600.00		
Advance from State Board of Technical Education	125,000.00		
Research Grant from U.S. Office of Education	6,000.00		
Total Receipts	243,360.00		
EXPENDITURES			
FY 65-66	243,360.00	FY 65-66	927,266.00
BALANCE	-0-		(-115,000.00)

APPENDIX B

EXPENDED ENERGIES
STAFF TIME CHART TO OPEN SCHOOL FOR CLASSES, September 27, 1965

Administration	Date of Employment	Man Hours	
McKee - President	5/17	744	
Shuler - Dir. of Administration	6/1	656	
Edmands - Registrar	7/29	328	
Cannon -Dean, Day Program	9/18	40	
Caraker - Counselor	9/1	135	
Whitmer - Counselor	7/26	350	
Brannan - Dir. Facilities	8/1	312	
Lehman - Community Relations	6/1	656	
Ripley - Research Assistant	6/15	576	
Parks - Library Assistant	9/1	136	
*Walker - Sec. to Board	4/1-8/15	297	
*Parks, M. - Sec. to Walker	4/1-8/15	396	
*Vickers - Business Mgr.	6/1-8/4	368	
*Hieronymus - Research	6/1-8/13	424	
*Shiflett - Accountant	7/12	432	
	TOTAL		5850
Department Heads			
Corcoran - Engr. Design	9/1	136	
Hill - Business Science	9/1	136	
Holt - Electronics	9/1	136	
*McCandless - Data Processing	8/16	232	
Stahl - Secretarial Science	8/1	312	
Walpole - Police Science	9/1	136	
Zawacki - Mathematics	9/1	136	
Faculty			
Allen	9/20	40	
Andrews	9/15	64	
Bimstein	9/1	136	
Cohen	9/1	136	
Coleman	8/23	192	
Cordaro	9/1	136	
Costello	9/21	32	
Culkin	9/15	64	
Darden (3/4 time)	9/1	103	
Flynn	9/1	136	
Fowler	8/15	232	

Appendix B - continued

Faculty	Date of Employment	Man Hours	
Kammire	9/20	40	
Kibler	9/1	136	
Koberg	9/1	136	
Lesansky	9/1	136	
Mays	9/20	40	
Mitchell	9/1	136	
Stemp	9/1	136	
Tuhill	8/16	232	
Young	9/20	40	
	TOTAL		3530
Secretarial - Clerical			
Peterson	6/1	656	
Gordon	6/28	504	
Hollen	8/1	312	
Donnelly	9/1	136	
*Hase	5/22-9/1	704	
*Harris	6/5-9/1	488	
*Stansberry	6/1-8/1 (1/2 time)	176	
*Griffe	7/19-7/26	40	
*Zachrison	7/15-8/15 (1/2 time)	88	
*Gough	9/10-9/12	16	
	TOTAL		3120
	TOTAL STAFF ENERGIES		12,500
	Consultants		150
	Staff Overtime		2,350
	GRAND TOTAL MAN HOURS TO OPEN COLLEGE		15,000

*No longer associated with the college and have been replaced by other personnel.

By the Second Quarter, the following additional personnel have been added:

17 Full-time faculty
45 Part-time faculty
2 Administrators

APPENDIX C

EXPLANATION OF TERMS USED IN PERT

PERT - Program Evaluation Review Technique - the computer management technique is used to keep tract of the program, insuring that there are no bottle necks and that the schedule will be met.

"PERT is a management control tool for defining, integrating and interrelating what must be done to accomplish the program on time.

PERT is a statistical technique - diagnostic and prognostic - for quantifying knowledge about the uncertainties faced in completing intellectual and physical activities essential for timely achievement of program deadlines. It is a technique for focusing management attention on danger signals that require remedial decisions, and on areas of effort for which 'trade-offs' in time, resources or technical performance might improve the capacity to meet major deadlines." *

There are three factors which influence the achievement of a deadline: 1. Time, 2. Resources, 3. Technical specifications. Planners estimate the time needed for "activities" which will result in the completion of "events". In this context an event is a completed task, a point in time, and an activity is the time needed to progress from one event to the next. The line of activities connecting events

---

* PERT Lesson Handbook for Technicians, Dept. of Navy, Bureau of Naval Weapons

forms the network of the "flow chart" which diagrams the interrelationships of events which must be completed in order to achieve the end objective. (Six of these flow charts make up a part of the report).

In preparing a flow chart the specific events (from a few to many thousands depending upon the nature of the job under study) which are necessary to attain a final objective are selected. These events are represented on the flow chart by little boxes; the lines flowing out of (from the right) and into (from the left) the little boxes make up the network involved in PERTing any piece of work.

In completing a highly technical project estimates for all the activities between events are obtained from technical personnel. Usually three estimates are suggested for each activity: optimistic, pessimistic and most likely. In Northern Virginia Technical College the staff estimated the probable time needed for a job, assigned available energies and worked for that deadline. Using somewhat modified PERT planning it was possible to foresee certain bottle necks and re-assign energies from an area where time was not such a critical factor.

Using PERT automated data processing, the current progress of any part or all of the project may be obtained at any point in time.

Appendix C - continued

Other Management Systems in addition to PERT

Critical Path

A critical Path is that particular sequence of activities in a flow chart that comprises the most rigorous time constraint in the accomplishment of the end event. It is similar to PERT, but it differs in its procedures to identify estimated man hours needed to complete an activity.

1440 Project Control System

Provides for the planning, scheduling and control of construction projects through the use of the critical path method. The system can accept data from networks planned in either the arrow-diagramming or precedence-diagramming methods. Sequences of processing and system outputs are controlled by a system control card. Output reports include status listings, bar charts and management exception-type action reports.

APPENDIX D

ADDITIONS TO THE OPENING FALL EQUIPMENT BUDGET

NORTHERN VIRGINIA TECHNICAL COLLEGE

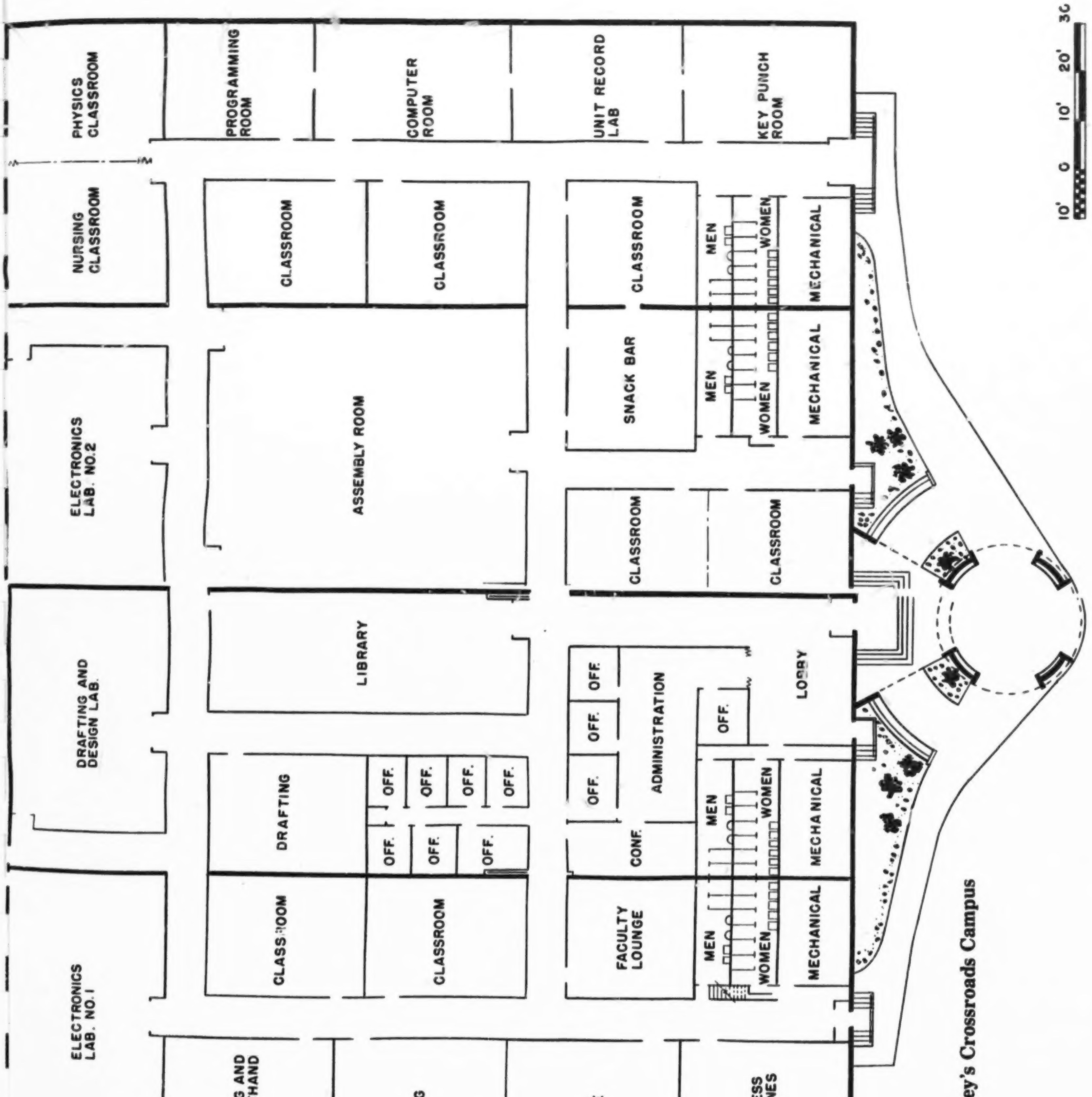
PROPOSAL FOR UTILIZATION OF VOCATIONAL FUNDS BY 30 JUNE 1966

Amended Figures for Equipment

Learning Lab	$ 45,000.00
Business Science	25,170.00
Secretarial Science	21,626.00
Engineering & Drafting	100,000.00
Electronics	45,693.00
Data Processing	472,631.00
Auto Technology	80,000.00
Nursing	65,000.00
Physics	21,669.00
Teachers' Desks	5,350.00
Visual Aids	10,700.00
Classroom Furniture	5,000.00
Lockers	3,250.00
Library	5,000.00
Miscellaneous	10,000.00
Total	$ 916,089.00

APPENDIX E

FLOOR PLAN OF REMODELLED FIRST CAMPUS


PHYSICS CLASSROOM
PROGRAMMING ROOM
COMPUTER ROOM
UNIT RECORD LAB
KEY PUNCH ROOM
NURSING CLASSROOM
CLASSROOM
CLASSROOM
CLASSROOM
MEN
WOMEN
MECHANICAL
ELECTRONICS LAB. NO.2
ASSEMBLY ROOM
SNACK BAR
MEN
WOMEN
MECHANICAL
CLASSROOM
CLASSROOM
DRAFTING AND DESIGN LAB.
LIBRARY
OFF.
OFF.
OFF.
ADMINISTRATION
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LOBBY
DRAFTING
OFF.
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OFF.
OFF.
CONF.
MEN
WOMEN
MECHANICAL
ELECTRONICS LAB. NO. I
CLASSROOM
CLASSROOM
FACULTY LOUNGE
MEN
WOMEN
MECHANICAL
TYPING AND SHORTHAND
TYPING
MODEL OFFICE
BUSINESS MACHINES
10'
0
10'
20'
30

Floor Plan—Bailey's Crossroads Campus

APPENDIX F

FULL TIME STUDENT ENROLLMENT

BY OCCUPATIONAL PROGRAMS

PROGRAM	6/1/65 PROJECTED	9/27/65 ACTUAL
Data Processing Technology	100	102
Secretarial Sciences & Procedures	100	33
Engineering Design Technology	40	79
Electronics Technology	40	55
Police Science & Procedures	40	38
Nursing & Health Services	40	18
Mechanical & Craftsman Training (Drafting)	40	34
Business Science	100	112
Pre-technical	0	43
*General	0	19
	500	533

*Not included in initial planned programs

Northern Virginia Technical College, which opened its doors on September 20, 1965, has a freshman enrollment of

704

NORTHERN VIRGINIA TECH

SCRAPBOOK

Division, State
344
Bailey'

Alexandria • Arlington County • Fairfax City • Fairfax County • Falls Church • L

Junior College Journal • October, 1965 • Number 2

This fall, all across the country, new junior college presidents are taking up their responsibilities. Observers are fascinated by two questions: where do the new presidents come from, and what experience do they bring to their new jobs?

Robert L. McKee, president of Northern Virginia Technical College in Fairfax, Virginia, was formerly with the Technical Education Branch of the U. S. Office of Education. Prior to that he was director of vocational and technical education at Lower Columbia Junior College in Washington State and later he was Washington State supervisor of technical education. He was graduated from Oregon State University with a B.S. degree in 1958 and holds several certified licenses and ratings in technical occupations. President McKee says he was attracted to his new job by the challenge of beginning a new college in the Greater Washington, D. C. community. He said: "After working with the U. S. Office of Education in the field of technical education and gaining experience in post-high school occupational needs and programs throughout the country, I felt that in our nation's capital we should try to show, by example, what a totally balanced program of occupational education really is."

BOARD OF TRUSTEES

Alexandria

T. MARCUS GILLESPIE
503 North Owen Street
Alexandria, Virginia

Fairfax City

MERTON S. PARSONS
4100 Orchard Drive
Fairfax, Virginia

Fairfax County

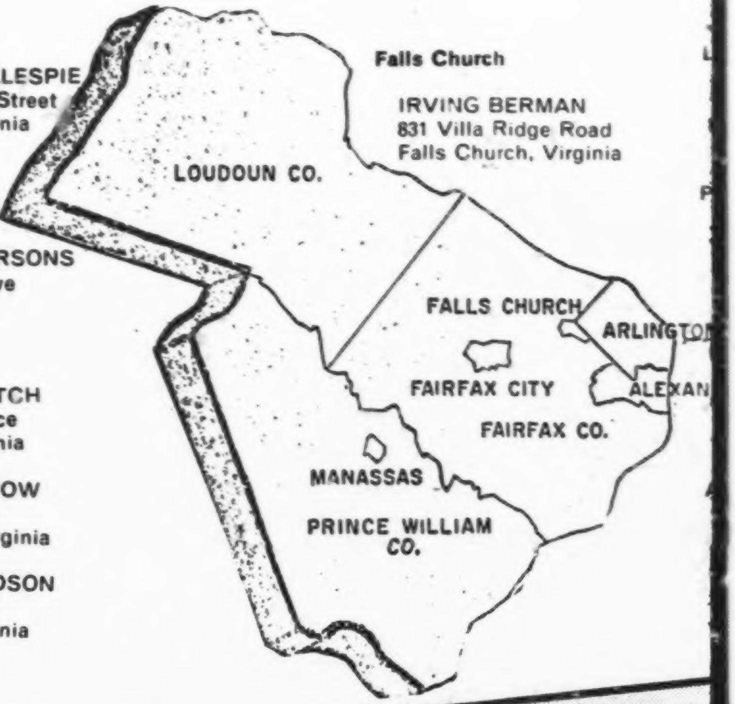
HOWARD E. FUTCH
8421 Crowley Place
Alexandria, Virginia

ROBERT W. GROW
3250 Valley Lane
Falls Church, Virginia

WILLIAM P. LADSON
6504 Melia Street
Springfield, Virginia

Falls Church

IRVING BERMAN
831 Villa Ridge Road
Falls Church, Virginia



THE PURPOSE of this scrap book is to show by clippings from r growth of the college from an idea to reality. Page One describ Technical College system as established by the Virginia General As and the selection of the President by the Local Board of Trustees on

THE NORTHERN VIRGINIA TECHNICAL COLLEGE is the first co under the new law which was passed by the 1964 General Ass envisions the creation of more than 20 two-year colleges, bringing within commuting distance of every Virginian.

VIRGINIA'S POLITICAL AND EDUCATIONAL LEADERS are to upon the fact that this new system has already eliminated mos which have plagued other states in the development of two-year te

THIS COLLEGE OFFERS an opportunity, at very low cost, qualified, through education and training geared to the needs logical world, to enter the job field at a technician's level or to u status through part time study.

THE SEVEN LOCAL GOVERNING BODIES who committed t this cooperative enterprise, now, with college enrollments ex tions, face the need to provide greater educational opportunities t of the future.

Technical School Survey Initiated

December 27, 1964

By BETH SUNDQUIST
SUN Staff Writer

ARLINGTON — The initation of a study of Northern Virginia educational needs Monday may lead to the dedication of an area technical college within the year.

The study will also call for a projection of the estimated number of high school graduates and adults who will seek this type of training. Hamel had reported that 10 or 12 per cent of the high school graduates would elect to

SEC. 1

Jr. College

No Dissent Indicated At Meeting

Barnard Of Techn

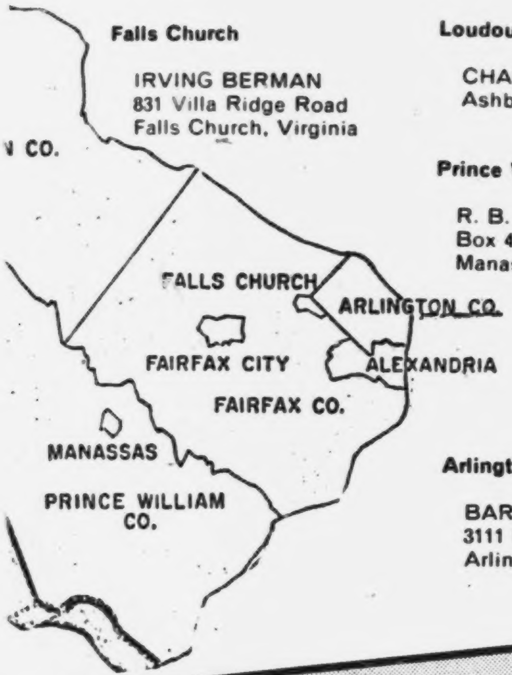
IA TECHNICAL COLLEGE

BOOK

Division, State Department of Technical Education
3443 S. Carlyn Spring Road
Bailey's Crossroads, Virginia, 22041
Telephone: 481-9100

Northern Virginia Technical College presents this scrapbook of articles from Virginia newspapers, summarizing the development of the college.

x City • Fairfax County • Falls Church • Loudoun County • Prince William County



Falls Church

IRVING BERMAN
831 Villa Ridge Road
Falls Church, Virginia

Loudoun County

CHARLES MONROE
Ashburn, Virginia

Prince William County

R. B. HICKS, Vice Chairman
Box 472
Manassas, Virginia

Arlington County

BARNARD JOY, Chairman
3111 North Monroe Street
Arlington, Virginia

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n idea to reality. Page One describes the Virginia
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by the Local Board of Trustees on May 17, 1965.

ECHNICAL COLLEGE is the first college established
as passed by the 1964 General Assembly. This law
han 20 two-year colleges, bringing college education
very Virginian.

EDUCATIONAL LEADERS are to be complimented
system has already eliminated most of the problems
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field at a technician's level or to upgrade the worker's

RNING BODIES who committed their communities to
e, now, with college enrollments exceeding all expecta-
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e greater educational opportunities to meet the challenge

Governor Harrison Dedicates 100-Day-Old College

Gov. Harrison Will Be Speaker At Tech College

Oct. 19, 1965

Gov. Albertis S. Harrison Jr. will make the dedicatory speech at ceremonies to be held Nov. 16 at 8 p.m. at the month-old Northern Virginia Technical College, 3443 S. Carlyn Spring Road, Bailey's Cross Roads.

Announcement of the governor's acceptance of the invitation to speak was made at last night's meeting of the two-year college's board of trustees, while further discussion centered on site plans for a permanent college.

No public information as to final decision on a permanent location is possible now, pending further studies as to availability of property, Cecil W. Shuler, dean of students, said today.

Additional plans for dedication of the school at its temporary location in a warehouse converted into classrooms, auditorium, administrative suite and library will be announced later, Shuler said

It is expected that area political figures, instrumental in securing Virginia Legislature pasasge of a bill to support junior technical colleges, will play major roles in the ceremony, as well as commissions and business groups which did preliminary work to establish the need and public support for the measure.

SEC. 2

llege Support

arnard Joy Named Head

Office of Education in the field of technical education and gaining experience in post-high school occupational needs and programs throughout the country, I felt that in our nation's capital we should try to show, by example, what a totally balanced program of occupational education really is."

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Technical School Survey Initiated

December 27, 1964

By BETH SUNDQUIST
SUN Staff Writer

ARLINGTON — The initation of a study of Northern Virginia educational needs Monday may lead to the dedication of an area technical college within the year.

Del. Kathryn Stone, present at the signing of the contract for the study, said "a school will emerge within a year — at least the technical college."

The Northern Virginia Regional Planning and Economic Development Commission authorized a New York consulting firm to make a survey of job opportunities and the resources of skilled labor to meet the demands and report its findings at the end of three months.

EARLIER this month, Dana B. Hamel, director of the State Department of Technical Education, announced that state funds were now available for technical colleges. He said it was his hope to see at least two or three such schools in the state by the middle of March.

The contract with Educational Research Services, Inc., to make the area survey was signed by Samuel Epstein, chairman of the Virginia Commission.

This action, backed up by a substantial appropriation from the budget of the Virginia Commission, served as notice to the state that the region was interested in founding a technical college. Hamel said 14 areas in the state had shown some interest in gaining a technical training center.

He said that one half to three-quarters of a million dollars would be needed to start a school for 4 to 500 students. It was important that schools be started in population centers, he said.

Col. J. Fuller Groom hailed the authorization of the area survey as "the greatest step forward that has happened in Northern Virginia." He added, "the economic position of Northern Virginia seems to be dependent largely on research industry rather than on "smokestack" type of industry. We need to develop technical skills for the research companies and offices."

THE TECHNICAL training school is envisioned as the first phase of a system that could eventually branch into a comprehensive junior college offering terminal and transfer credit courses, Mrs. Stone said. And more than one college in the area might be needed.

The Virginia Commission represents Arlington, Fairfax, Loudoun and Prince William Counties, and the cities of Alexandria, Fairfax, and Falls Church.

The study will also call for a projection of the estimated number of high school graduates and adults who will seek this type of training. Hamel had reported that 10 or 12 per cent of the high school graduates would elect to attend such an institution.

"We hopefully look forward to this kind of a college," Epstein said, "to serve a special need. The high cost of education is rough on most family incomes. The school will provide a place for many students who could not otherwise afford to go to college."

Elizabeth Campbell, also present at the signing ceremony, said she thought the technical college would provide the kind of training in vocational skills to meet growing demands for technicans.

"It would encourage those who were not A and B students," she added, "to work harder while in school if they knew they would be admitted to a college."

SUCH A college would broaden the educational opportunity for drop-outs and adults. It could offer retraining for older people who were changing jobs, with or without transfers for credits, Del. Stone suggested.

In his report, Hamel offered the following guidelines for establishing the schools:

- Locate school on site of not less than 50 acres.
- Place in midst of population centers.
- Limit curriculum only temporarily to technical training.
- Serve area within 35 mile radius.

Hamel emphasized that the technical schools would be separate entities and not in competition with existing institutions. Such schools will be dependent on local strong secondary schools that can advise students about entering technical training.

The consulting firm may, according to the contract, confer with officials, lay citizens, teachers and groups as may be necessary in its survey.

THE VIRGINIA Commission will serve as liaison with the local school systems and political subdivisions to expedite the study. The Virginia Commission has agreed to pay the consultants $5,700 for the three-month study.

Still to be resolved are questions of the degree of local participation necessary, the extent the state will underwrite the programs and amount of the tuition fees.

Del. Stone said the Virginia Commission had provided the springboard for getting the action started on the school that was not possible years ago.

Jr. College S

No Dissent Indicated At Meeting

January 25, 1965

By BETH SUNDQUIST
SUN Staff Writer

ARLINGTON — Action by the Arlington County Board Saturday completed the circle of unanimity of Northern Virginia's seven local governments to join forces in applying for a regional technical junior college.

Following two hours of testimony of "unparalleled unanimity" from members of a luminary-packed audience, the County Board voted solidly to join the other six jurisdictions to ask the state to establish in this area one of the three technical colleges planned for Virginia this year.

ALL THE OTHER jurisdictions, members of the Northern Virginia Regional Planning and Economic Development Commission, have either voted to apply for the college through the commission, or authorized their chairmen to do so by the filing date Wednesday. Two councils have indicated unofficially their approval prior to formal action at their regular meetings today and Tuesday.

Eric F. Rhodes educational consultant engaged to make a survey for the commission, told the board, "If we make application for this technical college by the deadline, I can predict there will be a technical college in September, 1965. Otherwise, there will be a least a two-year delay."

The location of the technical colleges will be announced on Feb. 3.

County Board member Thomas W. Richards expressed his appreciation for Rhodes' explanations of the funding and procedures set up by the State Board of Technical Education, saying, "You have cleared up my mind on several things. I am indebted to you and others working with you."

ACCORDING to Rhodes, in establishing and maintaining the regional college, the seven jurisdictions would agree to share the cost and the administration of the school on the basis of the number of graduating students.

Each jurisdiction has indicated that funds are available for the first half-year of operation from current funds, but anticipates the necessity of selling bonds the following year.

Barnard Of Techni

April 9, 1965

By BETH SUNDQUIST
SUN Staff Writer

FAIRFAX — Dr. Barnard Joy, former Arlington School Board member, yesterday was elected permanent chairman of the board of trustees of the Northern Virginia Technical College to open in September. The Prince William representative on the board, R. B. Hicks of Manassas, was asked to serve as vice-chairman for the coming year at a meeting held at W. T. Woodson High School.

In a series of actions defining more clearly the board's direction prior to the appointment of a president for the new college, the board voted approval "in principal" of a cost-sharing formula and outlined in more detail the limitations on site selection.

EARLIER in the evening the board held a dinner for guidance counselors from 29 high schools in the seven cooperating jurisdictions sponsoring the college. The board asked their views on curriculum and anticipated enrollment.

The counselors represented high schools from which, it is estimated, over 11,000 students will graduate this year. The majority of the counselors indicated that at least 5 per cent of each graduating class would be interested in attending the technical college this fall, providing the curriculum is announced before June 1.

The curriculum and staff for the college await the appointment of the college president. Applications for the presidency are being filed now with Dana B. Hamel, state Director of Technical Education in Richmond.

THE BOARD was asked to review the records of two "approved" candidates forwarded by Hamel's office.

The counselors said it would help them arouse student interest if they knew where the school would be located.

So far, according to reports from the site committee headed by R. B. Hicks, numerous potential sites for a permanent installation have been found, but very few sites for temporary quarters this fall. The committee asked for advice on financial limitations, space requirements and location preferences before it brings in a list of recommendations.

The committee was asked to find quarters for 400 to 500 students, with space of 25,000 to 50,000 square feet, and rental within $60,000.

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ollege Support

Barnard Joy Named Head Of Technical College Board

April 9, 1965

By **BETH SUNDQUIST**
SUN Staff Writer

SEN. R. W. GROW
. . . Fairfax County

T. M. GILLESPIE
. . . Alexandria

DR. BARNARD JOY
. . . New Chairman

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The committee was asked to find quarters for 400 to 500 students, with space of 25,000 to 50,000 square feet, and rental within $60,000.

ERIC F. Rhodes consultant for the State Board of Technical Education, recommended the committee select a site within the population circle promising the most enrollment. This area was defined as western half of Arlington County overlapping into Fairfax County.

The offer of the use of the W. T. Woodson High School technical facilities after school hours on a temporary basis for the college is the only location publicly announced. The Fairfax County School Board offered use of the school to the board on March 20.

Whether high school facilities would be acceptable to the State Board of Technical Education has not been determined.

Rhodes said the "image" of the technical college was an important consideration in getting the school off to a good start.

Since Northern Virginia was selected as a site for one of the first of the series of technical junior colleges to be established around the state, the seven participating cities and counties appointed nine members to serve on the permanent college board. When the jurisdictions applied for the college, each pledged funds to cover the headquarters for the college for the first year.

ARLINGTON County and Falls Church recently notified the board that funds for the college have been included in their 1966-67 budgets. The jurisdictions are responsible for the building and land. The state will finance staff and equipment and most of the maintenance.

The board approved in principle the formula for distribution of the cost among the participants as recommended by T. Marcus Gillespie of the finance committee.

Subject to modification, the formula calls for the assessment on each jurisdiction to be based on one-fourth the true tax evaluation, one-fourth on the estimated population figures, and one-half on the number of students enrolled from each area.

It was the committee's hope that this formula would equalize the costs among the four counties of Arlington, Loudoun, Fairfax and Prince William and cities of Alexandria, Fairfax and Falls Church.

Superintendent Robert Walker of the Fairfax City Schools was elected secretary to the board. Temporary offices are located in City Hall in Fairfax.

R. B. HICKS
. . . Vice-Chairman

W. P. LADSON
. . . Fairfax County

SEC. 4

Ti

Fairfax Area Considered For First Tech College

1-24-65

By JACK CHAMBERLAIN
Times Education Writer

RICHMOND—The new State Department of Technical Education has about $1.7 million it wants to spend on technical colleges this year and indications are the first tech college will be in Northern Virginia, probably in Fairfax County where land is available.

The deadline for local governments to apply for a tech college is only three days away and so far no applications have been received, but Dr. Dana B. Hamel, director of the department, says he is not worried.

Since the Board of Technical Education announced detailed plans and requirements for the network of tech colleges late last month, interested localities have had little time to study the proposals, collect the data and submit applications, he said.

For more than a month the tech department's office in Richmond has been flooded with telephone calls and letters asking for more information, said Dr. Hamel, (and his secretary and her part-time help) have been mailing the information as fast as possible.

Thought there are no applications yet, there's no lack of interest, either. Dr. Hamel said he expects an avalanche of applications by midnight Wednesday. He said he has already gotten several letters of intent to apply after the deadline.

While he's not interviewing applicants for staff positions in the new department created by the General Assembly last year, Dr. Hamel is receiving delegations from sections of the state interested in a tech college or he's addressing mettings around the state.

But there are skeptics. Last week, Dr. Hamel spoke in Augusta County and assured education and government officials that technical colleges will not "take over" high school vocational education programs, such as the one at the Valley Vocational-Technical School at Fishersville.

In fact, he said recently, the high school vocational-technical education programs, in many cases, would be a spawning ground for tech college students.

Instead of subordinating the role of high school vocational-technical education, technical colleges would increase its value and importance by giving accomplished graduates of the high school training an opportunity for college-level education.

There are hundreds of vocational-technical education programs in Virginia operated by the local high schools, but Dr. Hamel pointed out that there are only three schools in the state similar to the proposed technical colleges: Roanoke Technical Institute, operated by Virginia Tech in Blacksburg, and the technical departments of Old Dominion College in Norfolk and Richmond Professional Institute.

The aim of the technical education board is to locate the first tech colleges where they are most needed and wanted. The Roanoke area, with Roanoke Tech, has shown little interest. And the Richmond and Norfolk areas have college-level technical training already available.

This leaves Northern Virginia wide open and informed sources say one of the first two or three tech colleges to be established this year will be in Fairfax County.

Dr. Hamel said such speculation is premature, but he would not rule out the possibility. He said the first tech college of the Department of Technical Education should be ready for students by next January at the latest.

The technical education board meets Feb. 3 in Richmond to consider the applications received by this Wednesday. At least five areas of the state will be chosen for technical colleges soon, two or three to be established this year with the $1,700,000 the department has available.

Dr. Hamel said he wants the other areas decided on this year also so studies can be made and he can ask the General Assembly for the money for colleges in the areas next year.

Dr .Hamel, 41-year-old former director of Roanoke Tech, sees a network of some two dozen technical colleges in Virginia, each serving a 45-50 mile radius, before he's through.

Tech Colleges Unrelated To High School Programs

The objectives of existing vocational-technical education programs in Virginia's high schools and the objectives of the proposed network of technical colleges—and the differences between them—are clearcut, Dr. Dana B. Hamel, director of the new State Department of Technical Education, believes.

A technical college, he says, is not for the high school dropout or for the youth with a high school diploma who can make the grade in college.

Technical-vocational programs usually are a part of the high school program where the student may take vocational courses toward his high school diploma, instead of academic studies, or where he attends academic classes for half a day and vocational classes for half a day, as in the high school Distributive Education programs.

The technical colleges will be two-year colleges offering degrees certificates in technical fields. If Virginia institutes a comprehensive community college system, the tech colleges may become community colleges, according to the statement issued by the technical education board last month.

The college-level technical courses to be offered, the board says, "are designed primarily for the high school graduate to meet the increasing demand for semi-professional workers caused by the rapid development in modern industry, in the engineering fields, in the medical and health fields, in agriculture, business, service and other fields."

Unlike those in the vocational and manpower training program, students at the tech colleges should "have a sound working knowledge of mathematics and the physical and biological sciences . . . and will need to be proficient in such subjects as report writing, human relations, contracts and specifications, psychology, economics" and other areas.

The technical college idea, says Dr. Hamel, will fill a gap between high school and the regular four-year college programs, but it will not replace vocational-technical education on the high school level for high school student, dropouts and adults seeking job training.

SEC. 1

Virginia For Tec

RICHMOND, Dec
The State Board of
Education announ
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meets Feb. 3 in Richmond to consider the applications received by this Wednesday. At east five areas of the state will be chosen for technical colleges soon, two or three to be established this year with the $1,700,-000 the department has available.

Dr. Hamel said he wants the other areas decided on this year also so studies can be made and he can ask the General Assembly for the money for colleges in the areas next year.

Dr .Hamel, 41-year-old former director of Roanoke Tech, sees a network of some two dozen echnical colleges in Virginia, each serving a 45-50 mile radius, before he's through.

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he statement issued by the tion board last month.

level technical courses to be rd says, "are designed prihigh school graduate to meet demand for semi-professional by the rapid development try, in the engineering fields, and health fields, in agricul- service and other fields."

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cal college idea, says Dr. a gap between high school four-year college programs, replace vocational-technical e high school level for high dropouts and adults seeking

SEC. 2

Times-Di

Sunday, October 18, 19

Educational Consultant Is Named

Dr. Lynn A. Emerson, one of the nation's leading experts on industrial and technical education, has been named a consultant to Virginia's new State Board of Technical Education.

Dr. Emerson, of Chevy Chase, Md., has been a consultant in technical and vocational education for the states of Illinois, Arkansas, New York, North Carolina, Texas, Massachusetts and Rhode Island.

He also was a consultant in 1963 to the Virginia State Council on Higher Education and the Governor's Commission on Vocational Education.

Dr. Dana Hamel, director of technical education for Virginia, said yesterday that Dr. Emerson had agreed to help the State Board of Technical Education draw up a plan for establishing and operating a system of area technical schools in Virginia.

He said Dr. Emerson, as consultant for the Governor's Commission on Vocational Education, helped in preparing that commission's recommendations to create the new State Department and Board of Technical Education. The General Assembly created the board and department at its 1964 session.

Dr. Emerson, 74, a professor emeritus in industrial education of Cornell University, also has been consultant in vocational and technical education to the United States Office of Education.

Dr. Hamel said Dr. Emerson would spend "as much time as necessary" in Virginia to prepare and implement a plan for regional post-high school technical schools in Virginia.

The plan will set policies, Dr. Hamel said, to answer such questions as these about the planned technical schools:

Where will they be located? How much will localities participate in their establishment and operation? How much tuition will be charged?

The plan also will concern the curricula, the financing and the staffing of the schools, he said.

A "broad, general plan" is expected to be completed in December, he said.

Virginia Outlines Plans For Technical Colleges

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RICHMOND, Dec. 28 (AP) The State Board of Technical Education announced today the details of a system of ployment in industrial and technical occupations in engineering and industrial technologies, medical and health tech-

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2 Richmond Times-Dispatch, Sat., Aug. 29, 1964

Technical Education Policies Mapped

WILLIAMSBURG, Aug. 28—Virginia's new Board of Technical Education began mapping plans here Friday for policies of the state's proposed system of post-high school technical institutions.

In its second meeting, the board met the newly appointed state director of technical education, Dr. Dana Hamel of Roanoke.

The board held its meeting concurrently with a legislative work conference of the Southern Regional Education Board at the Williamsburg Conference Center.

Hamel, director of the Roanoke Technical Institute, will begin his new job Tuesday in temporary office space in the State Capitol at Richmond.

Hamel said he will begin, as soon as possible, visiting other states to study what they have done in the field of technical schools and community colleges.

No timetable has been set up, but the technical education program definitely will be in operation during the present biennium, according to Eugene B. Sydnor Jr. of Richmond, board chairman. The present biennium ends June 30, 1966.

The board was created by the General Assembly this year to supervise the establishment of a system of area technical schools in Virginia.

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18 Richmond News Leader, Tuesday, Dec. 29, 1964

Technical Colleges

10 Virginia Areas Expressing Interest

Ten Virginia areas already have expressed interest in applying for the state's first technical colleges, the State Board of Technical Education has reported.

The announcement was made yesterday by Dr. Dana Hamel, state director of technical education, and Eugene B. Sydnor Jr., board chairman, at a press conference at which the board's policies and regulations were unveiled.

"We're hopeful that several (of the colleges) can be under way before the end of 1965 . . .," Sydnor said. He added that this would depend upon a number of factors, including the organizational abilities of the localities.

The officials said the board, created by the 1964 General Assembly, will begin accepting applications from localities immediately. They said it is possible that an application could be approved at the board's February meeting. A January 27 deadline has been set for first applications.

AREAS INTERESTED

The areas that the board listed as having expressed "very definite interest" are Richmond-Petersburg- Hopewell, Northern Virginia, Norfolk - Hampton Roads, Higher Shenandoah (Front Royal), Prince William-Loudoun counties, Lower Shenandoah (Harrisonburg), South Boston-Halifax, Suffolk- Courtland-Franklin, Gate City area and Charlottesville.

Dr. Hamel said he felt sure

TO SHOW NEED

Among the criteria that the board said it will consider in deciding where the technical colleges will be established are: The applying communities are to show evidence from a survey of the need of the program, of its ability and willingness to support the colleges, of support from employers in the community and of enough student interest to fill a school of at least 400 students within four years.

The board said the technical colleges will provide technical trainig for high school graduates or persons at least 18 years of age who are considered by the board to have the ability to benefit from the education.

The colleges will charge tuition to students to cover a small fraction of operation costs. This may be around $15 per month for full-time students.

The statement of policy said the technical education program is to prepare individuals for employment in "industrial and technical occupations in engineering and industrial technologies, medical and health technologies, agricultural business, service technologies and other fields."

Fishersville.

In fact, he said recently, the high school vocational-technical education programs, in many cases, would be a spawning ground for tech college students.

Instead of subordinating the role of high school vocational-technical education, technical colleges would increase its value and importance by giving ac-

Staff Photo

DR. LYNN A. EMERSON (right) IS CONSULTANT TO BOARD OF EDUCATION
With Him Is Dr. Dana Hamel, State Director of Technical Education

ADMINISTRATION

STATE BOARD OF TECHNICAL EDUCATION

COMMONWEALTH OF VIRGINIA

Eugene B. Sydnor, Jr., Chairman

Harry R. Elmore
William P. Kanto
S. E. Liles, Jr.
C. Wesley Peebles
James H. Simmonds
Henry W. Tulloch
Gordon C. Willis
Prince B. Woodard

DEPARTMENT OF TECHNICAL EDUCATION

Dana B. Hamel, Director

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THE RICHMOND NEWS LEAD
Area News
SATURDAY, DECEMBER 5, 1964

Consultant Assesses Changes

Technical Education Called 'Must'

By DAVE BURTON

How important is technical education in this rapidly changing age?

"A state that doesn't have an adequate technical education program . . . is just going to lose out," says Dr. Lynn A. Emerson, a man considered a pioneer in the field.

Dr. Emerson said that states lacking such programs in the future simply will not be able to compete with other states or to keep what they have.

Dr. Emerson, consultant to the newly created State Department of Technical Education, was in Richmond this week to work with Dr. Dana Hamel, state director of technical education, and with the State Board of Technical Education.

In an interview, Dr. Emerson said the field with which he has been closely associated for years has undergone dramatic changes.

"When I started in it (technical education), a man could go into a job and expect it to be his career," Dr. Emerson said.

But today, he said, there are not many fields in which a person can expect one job to be his lifelong livelihood.

Thus, Dr. Emerson has come to believe that one of the major tasks facing persons in technical education is not only to train people for one job but also to prepare them so that they will be ready for change.

Another difference in technical education mentioned by Dr. Emerson is the maturity level at which the subject is offered.

For example, he related that in the past persons were taken upon the completion of elementary school and trained in technical work.

"The levels of programs by and large are rising, though," he said. "That means the programs of tomorrow will be partly on the high school level and partly on the post-high school level."

CONGRATULATIONS FOR VIRGINIA

Dr. Emerson, who has done consultant work in Virginia before, said he is "very interested" in what Virginia is doing in techncal educaton.

"I thnk you're to be congratulated that the Governor and Legislature of Virginia are doing something in this field," Dr

He went on to say that
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"The Southeast is takin
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The educator, 74, also h
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Where will they be located? How much will localities participate in their establishment and operation? How much tuition will be charged?

The plan also will concern the curricula, the financing and the staffing of the schools, he said.

A "broad, general plan" is expected to be completed in December, he said.

Virginia Outlines Plans For Technical Colleges

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RICHMOND, Dec. 28 (AP) The State Board of Technical Education announced today the details of a system of technical colleges to be set up in Virginia communities.

Chairman Eugene B. Sydnor Jr. said the Board will begin accepting applications immediately and said he hoped the first such colleges authorized by the 1964 General Assembly, will be in operation before the end of 1965.

The Board said the State will pay nearly all of the costs of operating the colleges and that the localities will provide the land and buildings. The State Board and local governing bodies will share on a 50-50 basis the cost of janitorial and clerical salaries and plant operational costs, including heat and power.

The Board said the colleges will offer courses "designed to prepare individuals for entering into or progressing in employment in industrial and technical occupations in engineering and industrial technologies, medical and health technologies, agricultural, business, service technologies and other fields."

The curriculum will vary from short, special programs to train students in specific skills up to two-year associate degree programs in highly technical and scientific fields.

Hamel said ten areas have already expressed interest in securing technical colleges. He said the areas are Northern Virginia, Richmond-Petersburg-Hopewell, Hampton Roads, Front Royal, Harrisonburg, Prince William-Loudoun, South Boston, Suffolk-Franklin-Courtland, Gate City and Charlottesville.

Under the program, for which the General Assembly appropriated $2 million through 1966, communities to get the colleges will be chosen on the basis of need, their willingness and ability to support the schools financially, support from employers and sufficient student interest to fill a school with at least 400 students within four years.

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sembly, will begin accepting applications from localities immediately. They said it is possible that an application could be approved at the board's February meeting. A January 27 deadline has been set for first applications.

AREAS INTERESTED

The areas that the board listed as having expressed "very definite interest" are Richmond-Petersburg- Hopewell, Northern Virginia, Norfolk - Hampton Roads, Higher Shenandoah (Front Royal), Prince William-Loudoun counties, Lower Shenandoah (Harrisonburg), South Boston-Halifax, Suffolk- Courtland-Franklin, Gate City area and Charlottesville.

Dr. Hamel said he felt sure some applications would be made before the February meeting. The board has an estimated $1,860,000 for distribution to communities for operation of the technical colleges during the 1964-66 biennium.

Under the policies announced yesterday, the board will pay nearly all the costs of operating the technical colleges but the localities must provide the land and buildings.

Control of the schools, the policies stated, will be exercised by the State Board of Technical Education in co-operation with nine-member local boards to be established for each college.

terest to fill a school of at least 400 students within four years.

The board said the technical colleges will provide technical trainig for high school graduates or persons at least 18 years of age who are considered by the board to have the ability to benefit from the education.

The colleges will charge tuition to students to cover a small fraction of operation costs. This may be around $15 per month for full-time students.

The statement of policy said the technical education program is to prepare individuals for employment in "industrial and technical occupations in engineering and industrial technologies, medical and health technologies, agricultural business, service technologies and other fields."

SPECIAL PROGRAMS

The officials said courses to be offered in the colleges will vary from short special programs to two-year associate degree programs in technical and scientific subjects. The schools also may offer college credit courses where such offerings would not conflict with those of four-year colleges.

As for finances, the board said it will provide for full reimbursement of the professional staff of the courses and that it will purchase, install and maintain equipment for instruction and administrative uses.

Clerical and janitorial salaries and plant operational costs, including heat and power, will be paid 50 per cent by the localities and 50 per cent by the board.

Localities, the board said, will be expected to provide funds necessary for the purchase of suitable land and for the erection, repair and replacement of buildings.

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something in this field," Dr. Emerson said.

He went on to say that he considers it particularly encouraging to see the southeastern states moving ahead in technical-vocationa education.

"The Southeast is taking some leadership that isn't being taken in some other areas of the country . . . ," Dr. Emerson declared. "Twenty years ago, this wouldn't have been so."

Dr. Emerson, described by Dr. Hamel as a man of vision in his field, said he "just logically ran into this field."

His experience in technical education dates back to 1916, when he started teaching at Dunwoody Institute in Minneapolis. This school was one of the country's first technical institutes.

Dr. Emerson, professor emeritus of industrial education at Cornell University since 1955, has worked in technical education in a number of states. Besides Virginia, the states include Illinois, Arkansas, New York, North Carolina, Massachusetts, Rhode Island and Texas.

The educator, 74, also has served the United States Office of Education as a consultant. He and his wife live ~~in Chevy Chase~~, Md.

SEC. 4

$7 Million Asked in Va. For Six Tech Colleges

8/18/65

RICHMOND, Aug. 16 (AP) The State Board of Technical Education made a budget request today for $14.9 million for the 1966-68 biennium.

Part of the funds would finance the establishment of six additional technical colleges, now being planned.

The total request for $14,916,440 made by Dr. Dana B. Hamel included $9,010,540 for maintenance and operations and $5,905,900 for equipment.

Hamel said revenue to be raised by the technical colleges is expected to provide $1,152,950, leaving a net request of $13,763,490.

Nine technical colleges "geographically spread throughout the commonwealth" would be provided by $7,131,020 in the proposed maintenance and operations budget, Hamel said.

He said the Northern Virginia Technical College will open next month, and the remaining eight schools should begin operation during the next biennium.

The anticipated combined enrollment for 1966-67 is 1850 full-time students. Enrollment should climb to 6720 during the 1967-68 year.

"This represents a 363 per cent increase in full-time equivalent enrollments in one year," said Eugene B. Sydnor chairman of the Education Board.

Two other colleges already have been approved. They are the Chesterfield region and the Shenandoah Valley region technical colleges.

Technical College to
In Bailey's Crossroad

Trustees to Lease Old Melpar Plant

Final Contracts Let For New Area College

Final contracts have been let to prepare the new Northern Virginia Technical College for its first contingent of students Sept. 20.

Robert L. McKee, college president, hailed the cooperation of the community, state agencies and the new staff in the establishment of the new college.

"This process usually takes about two years," said the former Office of Education program specialist who has set up technical and community colleges around the country as a federal consultant and for the State of Washington. "We've had under 100 days."

Cites Great Need

McKee added that nowhere in his travels had he found a greater need for such a post-high school facility in a major population center.

Officials of the college, which is something of a prototype for a number of technical colleges to be established in Virginia under a state program designed to draw business and industry to the Old Dominion, look for an enrollment of around 500.

More than 470 applications already have been received, with the heaviest numbers coming from Arlington and Fairfax Counties among the cooperating Northern Virginia jurisdictions.

About 300 students have been accepted. Other applicants are consulting with counselors about heir desired programs, courses of study and other matters affecting final decisions.

20 Percent Are Girls

Cecil Shuler, director of student services, reported that so far only about 20 percent of the applicants accepted are girls. The college was planned for both men and women. Unless more coeds apply, some intended courses may have to be readjusted.

Among courses of interest to women are secretarial science, office procedures and data

SEC. 1

College-level courses in basic subjects such as English, economics, practical psychology, mathematics and science will be required in the program, directed toward a degree of associate in arts.

The facility is opening in a converted electronics research laboratory at 3443 South Carlyn Spring Road, Bailey's Cross Roads. The first of three envisioned campuses will open in two years for some 1,500 students.

35,000 Enrollment

In five years, an enrollment of more than 5,000 fulltime day students and 30,000 parttime evening students is anticipated at the three campuses.

The school will operate on a four-quarter basis, with tuition averaging $15 a month. The low tuition, opportunity for students to live at home, scholarships and work-study programs should keep economic hardship at a minimum.

Tentative plans include offering of night classes in many of the subjects given in regular day school, and college officials also said that other courses for adults wishing to update knowledge and skills will be offered as needs become known.

A temporary personnel office is open six days a week at the college building. The college catalog will be ready late this week.

Contracts Awarded

Recent contracts include one to the Castell Vending Co. of Alexandria for food service. This will be an automatic dispensing service with a variety of sandwiches, salads, hot foods, desserts and beverages.

Students will share in some income from the food store, for financing student activities.

A contract for the front entrance went to Whitener and Skillman of Arlington, a janitorial and building custodial contract was awarded the General Maintenance Contract-

DOORWAY — Robert L. McKee, president of the Northern Virginia Technical College, tests the door that will open in September for the new college and a new type of occupational program. Looking on are Dr. Barnard Joy (left), chairman of the College Board of Trustees, a man, member of the board. The housed in one of the buildings for by Melpar Inc., at Bailey's Cro by Mattox).

May 11-65

New College Curriculun

By BETH SUNDQUIST
SUN Staff Writer

FAIRFAX — By Friday of this week 10,000 seniors in Northern Virginia high schools, are expected to receive official notice that the Northern Virginia Technical College will be open for students on September 20.

Robert L. McKee, president of the college, announced yesterday that a brochure describing the vocational programs to be offered during the first year was being mailed to students attending high schools in the seven jurisdictions supporting the college.

LOCATED temporarily in a former Melpar, Inc. research laboratory building at Bailey's Crossroads, the college anticipates an enrollment of approximately 500 students.

The seven occupational fields selected for course offerings were determined on the basis of survey findings of area employment opportunities and student interest.

The important message for the seniors in the college announcement is that for the first time they will have the opportunity to attend a low-tuition local institution to pursue an occupational field geared to college level.

UPON THE completion of a two-year program in any one of seven occupational fields, an associate of arts degree will be offered. The programs will include work in the humanities and general education as well as technical courses.

It will also be possible for the student to combine with his occupational field the required humanity courses f four-year institut

The number a courses to be of the seven fiel finite, McKee sai will include the

● Business sci dures. For stud ard employment or in private bu will offer among ness economics. accounting, fina management, b tion, principles vertising, insura and data proce

● Secretarial cedures. A two- rected toward graphic skills, t fice machines,

May 18-65

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sident of ege, tests r the new program. chairman

of the College Board of Trustees, and Irving Berman, member of the board. The college will be housed in one of the buildings formerly occupied by Melpar Inc., at Bailey's Crossroad. (Photo by Mattox).

By BETH SUNDQUIST
SUN Staff Writer

ARLINGTON — Plans approved by the Northern Virginia Technical College Board of Trustees Monday night will set in motion the face-lifting and conversion of the old Melpar plant at Bailey's Crossroads into a college.

Moving rapidly to have the Northern Virginia Technical College ready for opening on Sept. 20, the college board authorized the president and chairman to sign the lease for the building, to retain an architect firm, and to accept bids immediately.

THE PRELIMINARY plans prepared by Victor B. Spector and William Peake, Falls Church architects, provide for classrooms, labs, offices, an auditorium and a library in the 40,000 wquare foot space.

Half of the proposed facilities planned will be authorized before Sept. 20. Work on the remaining classrooms could be rushed to finish then if the enrollment exceeds the anticipated enrollrollment, Rueben Hicks, chairman of the building committee, said.

President Robert L. McKee and board Chairman Barnard Joy are expected to sign the two-year lease shortly with the owner of the property, Irving Payne. The extimated cost of the building will be approximately $62,740, with rental running a little more than $1 a square foot.

McKEE EXPRESSED his satisfaction with the flexibility of the architect's design and said it met with the projected needs for the school.

Completing the architect's plan for the entire building would accomodate 500 students. McKee said for the second year, the school could go into double shifts to take care of as many as 800 students.

May 11-65

ge Curriculum Announced

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The number and extent of the courses to be offered in each of the seven fields is not yet definite, McKee said, but in general will include the following:

- Business science and procedures. For students looking toward employment with government or in private business, this field will offer among its courses business economics, commercial law, accounting, finance, principles of management, business organization, principles of selling and advertising, insurance and banking, and data processing.

- Secretarial science and procedures. A two-year program directed toward perfecting stenographic skills, the operation of office machines, record keeping, business procedures, poise and ethics.

- Data Processing Technology. Described by the brochure as the "fastest growing occupation today," the course will be offered in "one of four large, fully-equipped data processing laboratories solving real business problems." Three-month to two-year offerings in computer programming will be available that will prepare students for anything from "preparing payrolls to electronic tracking and controlling of spacecraft."

- Mechanical and craftsman training. Described as one of the largest employment areas in industry, this field now requires more advanced training, and offered will be machine tools, construction materials, mechanical skills, drafting, automotive mechanics, technical welding and blueprint reading.

McKee: To Pilot College

Walking into newly-created positions is not new to Robert Lyndon McKee, the newly-appointed president of the Northern Virginia Technical College. He's been walking into experimental and fresh-from-the-drawing-board jobs all his life.

The 41-year old McKee will assume his newest new position on May 17 as president of a two-year college still in the planning stages, but opening for the fall term.

THE APPROACH of the junior college is new, not only to the east, but to the whole country. "It will be the first institution in the country designed from its con cepiont to full-scale as a college level occupational program," McKee said.

He distinguishes between the proposed "occupational program" and the strictly "vocational" or "technical" kinds of training built primarily around industrial needs for mechanics, craftsmen and technicians.

The emphasis in the Northern Virginia Technical College will be on "semi-professional training programs parallel to most of the professions we have today," McKee said. These include areas of public service and the "whole spectrum of the semi-professional occupation world."

McKEE HOPES this college one of three authorized by the state this year, can be an example for technical colleges around the country and for new ones yet to be founded.

Vocational education was described as the "stepchild" of education by a recent U. S. Office of Education publication.

For this new job cut to his measure McKee is leaving the Office of Education (he was the first man in the job) as specialist in post-high school education. He left the state of Washington to come to the capital more than a year ago.

THE TALL athletic-looking westerner has less than five months to make the college ready for students. Until Saturday there was no building, but the board of trustees brought the college closer to reality by approving the old Melpar plant for temporary quarters. It also approved major fields for occupational programs to be offered this fall.

McKee is stepping into the presidency supported by a strong board of trustees composed of representatives of the seven participating jurisdictions, the powerful financial and political backing of the State of Virginia and "overwhelming public support" of seven localities.

Just how McKee finally arrived in the category of an educator, he said he doesn't know, "except that along with my technical training, which came first, I was always already have been received, with the heaviest numbers coming from Arlington and Fairfax Counties among the cooperating Northern Virginia jurisdictions.

About 300 students have been accepted. Other applicants are consulting with counselors about heir desired programs, courses of study and other matters affecting final decisions.

20 Percent Are Girls

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Among courses of interest to women are secretarial science, office procedures and data processing. One girl has applied for the police science program, another field with growing opportunities for women in modern police departments and other law enforcement agencies.

edge and skills will be offered as needs become known.

A temporary personnel office is open six days a week at the college building. The college catalog will be ready late this week.

Contracts Awarded

Recent contracts include one to the Castell Vending Co. of Alexandria for food service. This will be an automatic dispensing service with a variety of sandwiches, salads, hot foods, desserts and beverages.

Students will share in some income from the food store, for financing student activities.

A contract for the front entrance went to Whitener and Skillman of Arlington, a janitorial and building custodial contract was awarded the General Maintenance Contracting Co. of Falls Church, and the Turnpike Press of Annandale was successful bidder for printing the first catalog.

By BETH SUNDQUIST
SUN Staff Writer

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May 18-65

Tech College Pla
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SUN Staff Writer

ARLINGTON — Plans approved by the Northern Virginia Technical College Board of Trustees Monday night will set in motion the face-lifting and conversion of the old Melpar plant at Bailey's Crossroads into a college.

Moving rapidly to have the Northern Virginia Technical College ready for opening on Sept. 20, the college board authorized the president and chairman to sign the lease for the building, to retain an architect firm, and to accept bids immediately.

THE PRELIMINARY plans prepared by Victor B. Spector and William Peake, Falls Church architects, provide for classrooms, labs, offices, an auditorium and a library in the 40,000 wquare foot space.

Half of the proposed facilities planned will be authorized before Sept. 20. Work on the remaining classrooms could be rushed to finish then if the enrollment exceeds the anticipated enrollrollment, Rueben Hicks, chairman of the building committee, said.

President Robert L. McKee and board Chairman Barnard Joy are expected to sign the two-year lease shortly with the owner of the property, Irving Payne. The extimated cost of the building will be approximately $62,740, with rental running a little more than $1 a square foot.

McKEE EXPRESSED his satisfaction with the flexibility of the architect's design and said it met with the projected needs for the school.

Completing the architect's plan for the entire building would accomodate 500 students. McKee said for the second year, the school could go into double shifts to take care of as many as 800 students.

McKee announced that 50 students had indicated an interest in the college by either writing, or calling the temporary headquarters in the Fairfax City Hall.

the state will pay for equipment and part of maintanence and salaries.

The board authorized the president and its cl

letter noting

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Rights Act.

Jurisdiction Spokesmen To Gather

By BETH SUNDQUIST
SUN Staff Writer

FAIRFAX — In an emergency session at 3:30 p.m. Monday, representatives from seven Northern Virginia jurisdictions will meet to begin bidding for a state technical college.

The filing deadline is Jan. 27. In Monday's meeting at Fairfax Courthouse, government and school officials will discuss terms of state applications.

DANA B. HAMEL, director of State Board of Technical Education, has announced that he would accept applications for inclusion in the state's program of regional schools until Jan. 27. His board plans to meet Feb.3 to approve locations for three technical colleges.

He has said that 14 areas in Virginia have expressed interest in obtaining technical schools.

Cooperating in the attempt to get one of the technical colleges in this region are the seven member governments of the Northern Virginia Regional Planning and Economic Commission.

IT WAS considered necessary that the 80 county, city government officials, school superintendents and board members gather in this unprecedented meeting to reach agreement on terms of the application required by the state.

Representatives for the governing bodies are required by the state to agree to provide adequate buildings and grounds for a technical college and to indicate their willingness to assume a share of the cost for the establishment and operation of the school.

THE STATE requests that localities or regions meet certain criteria. In order to win approval by Hamel's board, the region must show evidence of need, through a job survey, and an indication of interest on the part of industry and students.

Through the Northern Virginia Commission a New York firm has been engaged to make a survey of educational needs in the region.

Late in December, Eric F. Rhodes consultant, launched his study, which was to have been completed in three months. Some information and cost estimates will be available from the completed portion of his survey.

A SPECIAL delivery letter inviting the 80 government officials to Monday's meeting was signed by three people: Dean Brundage, director of the Northern Virginia Center of the University of Virginia; Arlington Del. Kathryn Stone, and Walter Schilling, executive director of the Commission.

It reminded the officials that other communities were interested in getting technical colleges and that "we believe this opportunity is too important to our young men and women, to our adult workers and to the economy of the area to let it slip through default."

The seven governmental jurisdictions represented in the Northern Virginia Commission have shared in the cost of the survey and would be committing themselves to support of a regional college. The even members are the cities of Falls Church, Alexandria and Fairfax and the counties of Fairfax, Loudoun, Arlington and Prince William.

CHAMBER'S BOARD TOLD:

Technical Colle
All Set to Go i

The Northern Virginia Technical College already has 380 firm applications for the Fall semester, and President Robert L. McKee told the Fairfax County Chamber of Commerce Board of Directors Tuesday that the number will exceed the 500 available spaces by the Sept. 20 deadline.

When asked if the school would be able to take care of more than the 500, he answered that it would be "extremely difficult to go over" that number, and that probably the enrollment will be a little lower.

"We will offer beginning courses in the winter semester," he said, "so some of those who are unable to get in now can start then."

NEARLY ALL

"About 99 percent" of those who are enrolling are this year's high school graduates, he said.

Thus far, Mr. McKee pointed out, several other groups of potential

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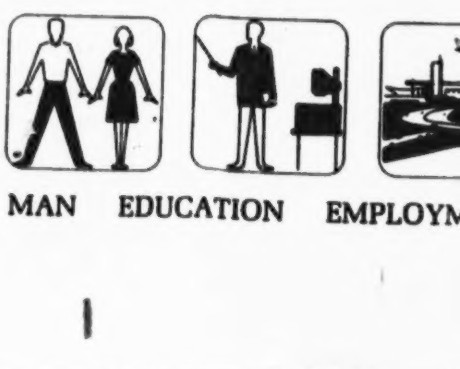

he seven occupational fields ected for course offerings were ermined on the basis of survey dings of area employment op- tunities and student interest.

he important message for the iors in the college announce- nt is that for the first time y will have the opportunity to end a low-tuition local institu- n to pursue an occupational d geared to college level.

UPON THE completion of a two- ar program in any one of seven cupational fields, an associate arts degree will be offered. e programs will include work the humanities and general ucation as well as technical urses.

It will also be possible for the udent to combine with his oc- pational field the required humanity courses for transfer to a four-year institution.

The number and extent of the courses to be offered in each of the seven fields is not yet definite, McKee said, but in general will include the following:

- Business science and procedures. For students looking toward employment with government or in private business, this field will offer among its courses business economics, commercial law, accounting, finance, principles of management, business organization, principles of selling and advertising, insurance and banking, and data processing.
- Secretarial science and procedures. A two-year program directed toward perfecting stenographic skills, the operation of office machines, record keeping, business procedures, poise and ethics.
- Data Processing Technology. Described by the brochure as the "fastest growing occupation today," the course will be offered in "one of four large, fully-equipped data processing laboratories solving real business problems." Three-month to two-year offerings in computer programming will be available that will prepare students for anything from "preparing payrolls to electronic tracking and controlling of spacecraft."
- Mechanical and craftsman training. Described as one of the largest employment areas in industry, this field now requires more advanced training, and offered will be machine tools, construction materials, mechanical skills, drafting, automotive mechanics, technical welding and blueprint reading.
- Nursing and health sciences. Encouraging young men as well as young women to enter this field, the college will offer two-year intensive course work combined with experience at Fairfax Hospital leading to the degree of associate nurse. In addition to regular courses for nurses, the health sciences, including laboratory and x-ray technician training, will be offered.
- Police science and procedures. Courses in this field will include police administration, investigation, law and evidence, use of firearms, communications systems, psychology of law enforcement, criminology and treatment of the offender.
- Engineering and electronics technology. To fill the critical needs for technicians to team with engineers, scientists, supervisors and skilled craftsmen in the professions, students wil be given extensive training in electronics, technical drawing, engineering mechanics, materials, processes, manufacturing methods, design drafting, machine design, electricity and electronics circuits.

The low-tuition community college in Northern Virginia is being made possible through the cooperative efforts of seven jurisdictions and the state's efforts to expand educational opportunities to meet a rising demand.

The Northern Virginia Technical College is the first of three two-year institutions being founded by the state this year. It was authorized by the 1964 General Assembly.

THE SEVEN localities providing the funds for the college facility, both the temporary quarters and future permanent campuses, are the counties of Arlington, Fairfax, Loudoun and Prince William and the cities of Alexandria, Fairfax and Falls Church.

The two-year community college is for students who have passed their 18th birthday or who have graduated from high school. Tuition will be $15 per month or $45 per quarter or $135 per year. An additional $100 to $150 may be needed for books and materials, lups the cost of transportation. The school is now located near public transportation and has a large parking lot.

Inquiries and applications to serve on the teaching staff have been received ever since the board of trustees was set up. Applications are now being received by Robert Walker, secretary to the board, in Fairfax City Hall.

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The board authorized the president and its chairman to sign a letter noting their compliance with title VI of the 1964 Civil Rights Act.

CHAMBER'S BOARD TOLD:

Technical College Is All Set to Go in Fall

The Northern Virginia Technical College already has 380 firm applications for the Fall semester, and President Robert L. McKee told the Fairfax County Chamber of Commerce Board of Directors Tuesday that the number will exceed the 500 available spaces by the Sept. 20 deadline.

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"We will offer beginning courses in the winter semester," he said, "so some of those who are unable to get in now can start then."

NEARLY ALL

"About 99 percent" of those who are enrolling are this year's high school graduates, he said.

Thus far, Mr. McKee pointed out, several other groups of potential students have not been reached. These include high school graduates or dropouts who are just getting out of the service, those who wish to change their occupation, those who wish to get more training in their present field of work, and those who have been looking unsuccessfully for good jobs for some time.

During his presentation, Mr. McKee gave a short history [illegible] the school, and a report on [illegible] has been done to prepare for opening day next month.

MAN
EDUCATION
EMPLOYMENT

THE TALL athletic-looking westerner has less than five months to make the college ready for students. Until Saturday there was no building, but the board of trustees brought the college closer to reality by approving the old Melpar plant for temporary quarters. It also approved major fields for occupational programs to be offered this fall.

McKee is stepping into the presidency supported by a strong board of trustees composed of representatives of the seven participating jurisdictions, the powerful financial and political backing of the State of Virginia and "overwhelming public support" of seven localities.

Just how McKee finally arrived in the category of an educator, he said he doesn't know, "except that along with my technical training, which came first, I was always taking education courses."

COMBINING THE two fields, he was always starting a new program with each job. From his first job in an airplane factory after graduation from high school he was placed in a job especially set up for him.

As the first graduate of an aircraft mechanics course, he was immediately asked to initiate a similar course in the high school and to teach it. The program was enlarged and moved to the junior college in Longview, Wash., and he was teaching and studying at the same time. He remained at the Lower Columbia Junior College for 14 years, leaving there as Dean of Applied Arts. Each position held along the way was created for him.

From there he went on to the state level as supervisor of technical education when that post was set up. For the next three years traveled about the state advising technical colleges on their programs, until he was asked to be consultant for the Office of Education.

During this time McKee was collecting licenses and ratings in technical fields including flying, aircraft mechanics and carpentry. He worked for 10 years in the real estate business. McKee received his B.S. degree from Oregon State University and did graduate work in four western universities.

AT ONE TIME he was taking four education courses in four colleges in two states and he was teaching school full-time.

The habit of filling the extra hours with study or work projects has continued, Mrs. McKee said., although they are all enjoying the "lovely green spring" that reminds them of their own state of Washington, she said.

In their travel trailer they have taken their two boys, Dick, 13, and Steve, 11, to the beach and on a tour of the hills of Virginia.

Mostly for vacation and relaxation, McKee says he "works." His petite, blond wife, Carol, explained that they "work vacations" with team assignments for writing or surveys.

Technical College H
By Applicant 'Floo

June 4, 1965 **By PEGGIE RICHARDSON**
SUN Staff Writer

FAIRFAX — Students anxious to enroll in the opening session of the Northern Virginia Technical College this fall have flooded Robert H. Walker's office with requests for applications.

Walker, secretary to the College Board of Trustees, said yesterday that more than 200 students had written for applicaion forms in the last two weeks.

MOST OF the inquiries came from Arlington, he said. The number of interested Arlingtonians more than fills Arlington's quota of students for the new college scheduled to open September 20, he said.

Walker said the number of students that could be accomodated this fall would have to be held to 500 because of space limitations at the temporary quarters.

Tentative enrollment quotas assigned to the seven jurisdicions participating in the college are Arlington, 110; Fairfax County, 190; Alexandria, 75; Falls Church, 20; Prince William County, 50; Fairfax City, 20, and Loudoun County, 30.

WALKER said that he had received about 80 inquiries from Fairfax County students.

The inquiries indicate that interest is pretty evenly divided among the seven courses the college will be offering. He said that the two most popular would probably be the engineering electronics course and the data processing course.

New College In Opening 'Big Push'

Aug. 7, 1965

Northern Virginia Technical College officials are pressing a two-pronged drive aimed toward opening school on time this fall.

First, remodeling of the old Melpar Laboratory at Bailey's Cross Roads is progressing so well that it is ahead of schedule, and secondly, students are being interviewed rapidly in daily order, all with a view to enrolling a total of 500 students for its first year of operation.

Counseling of new students has been going on for the past 10 days at 3443 S. Carlyn Spring Road.

A temporary student personnel office is now in operation there with counselors on duty throughout the day. They are interviewing applicants for the fall term which begins Sept. 20.

PURPOSE AND OBJECTIVES OF THE COLLEGE

Purpose

The purpose of the college is to provide occupational education designed to train or retrain people in Northern Virginia for gainful employment in business and industry. The instructional methods used in this job-centered education will simulate and emphasize materials and machines used in the various occupations. In addition to the special occupation courses, the College will offer education courses to provide the student with basic math and scientific principles underlying their occupational objective. It also includes general education subjects to develop leadership and attitudes to aid the individual to be a better informed and more productive participant in our society.

ADMISSION REQUIREMENTS

General Requirements

All candidates for the Associate in Applied Science degree must have a high school diploma or its equivalent. Placement examinations will be required to determine their beginning level. To assure an opportunity for reasonable success, counseling will be provided to determine individual programs.

SEC. 1

A pre-technical program is available for those students who lack essential preparation or who desire an extensive review to become adequately prepared to enter one of the regular technical programs lead-

Tech School Will Offer Police Class

Aug. 16 - 65

FAIRFAX—The curriculum in Police Science and Procedures to be offered by the Northern Virginia Technical College has been approved, school officials have reported. This course was developed in cooperation with Northern Virginia police officials. It is a basic program designed primarily to provide occupational competency and to meet all requirements for the Associate in Applied Science degree.

At the same time, the course should prepare those graduating to compete for positions in local law enforcement agencies.

THE CURRIOULUM is not designed to train for any specialty, but rather to provide a broad foundation which will enable the student to enter any of the several fields of law enforcement.

Students who wish to enroll in the Police Science and Procedures program with the objective of of obtaining employment with law enforcement agencies in Northern Virginia should meet the following requirements:

- Excellent physical condition, free from any physical or mental condition which may adversely affect acceptance or performance as a law enforcement officer.
- Possess normal hearing and normal color vision. Eye functions must be normal. Visual acuity must not be less than 20-40 in either eye without correction and corrected to 20-20 in the better eye and not less than 20-25 in the lesser eye.
- Weight hould be in proportion to height.
- Must be of excellent moral character. Must not have been convicted of any crime involving moral turpitude or any felony. Must not have received an excessive number of traffic citations.

Tech School Counseling Available

Aug. 16 - 65

FAIRFAX — Northern Virginia Technical College has announced that counseling assistance to students now enrolled for the fall term, and for prospective stu-

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By BETH SUNDQ
SUN Staff Writ

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CHARTER STUDENTS—The president of the new Northern Virginia Technical College, Robert L. McKee, seated at left, welcomes the college's first students, Susan Bray and Leslie Wengel, also seated, and Robert Wengel standing behind his twin brother. W. C. Shuler, admission counselor, looks over the president's shoulder. (SUN photo by Atkinson).

Find Chance Not Offered Elsewhere

By BETH SUNDQUIST
SUN Staff Writer

FAIRFAX CITY — The Northern Virginia Technical College has come along just at the right time for three June graduates, the first students to be enrolled at the school.

For them, the vocational college offers the kind of training they are unable to get elsewhere, as well as the opportunity to live at home.

THE TRIO, twin brothers from Annandale and an Arlington girl, will graduate this week from high school. They have become the first students to be accepted to the vocational school that opens Sep.t 20.

The announcement of their acceptances was made this week by Col. C. W. Schuler (ret.), consultant on admissions.

Enrollee Susan Bray, a Wakefield High School graduate, beamed happily. 'It looks like my lucky break," she said.

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ADMISSION REQUIREMENTS

General Requirements

All candidates for the Associate in Applied Science degree must have a high school diploma or its equivalent. Placement examinations will be required to determine their beginning level. To assure an opportunity for reasonable success, counseling will be provided to determine individual programs.

A pre-technical program is available for those students who lack essential preparation or who desire an extensive review to become adequately prepared to enter one of the regular technical programs leading to the Associate in Applied Science degree.

Any person who can profit from the instruction, is 18 years of age or a high school graduate, may enroll in a course.

Tuition:

Northern Virginia Technical College has been planned as a low tuition, commuter college in order to increase opportunities for many students. Tuition fees are established by the State Board of Technical Education.

Full Time:	Northern Virginia Resident	$ 15.00	per month
		45.00	per quarter
	Other Virginia Resident	25.00	per month
		75.00	per quarter
	Out of State Resident	50.00	per month
		150.00	per quarter
Part Time:	Northern Virginia Resident	$ 3.00	per credit hr.
	Other Virginia Resident	5.00	per credit hr.
	Out of State	10.00	per credit hr.

Books and Materials — Approximately $150.00 per year.

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Tech School Counseling Available

Aug. 16-65

FAIRFAX — Northern Virginia Technical College has announced that counseling assistance to students now enrolled for the fall term, and for prospective students, is now available at the college building at 3443 S. Carlyn Spring Road, Bailey's Cross Roads A temporary student personnel office is in operation there, with counselors on duty throughout the day. They are interviewing applicants for the fall term which begins September 20th. These counselors have detailed information of courses, enrollment requirements, testing programs, tuition charges, and the general college program. Counselors are Keith Whitmer and William Shiflet. Interviews may be requested by calling the office, 481-9100, or by visiting the college building.

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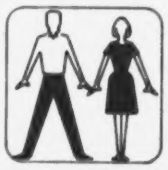
Tech College Plans Apartment Courses

MORE APARTMENT MANAGERS — Working over plans to meet the shortage of apartment managers, Cecil W. Shuler, on the left, discusses a new course to train resident managers with Robert L. McKee, president of the Northern Virginia Technical College, and Frank A. Appel, of the Northern Virginia Apartment Owners Association who will teach the classes. The course will be given at the College beginning Sept. 20. (Photo by Mattox)



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SEC. 3

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Enrollee Susan Bray, a Wakefield High School graduate, beamed happily. 'It looks like my lucky break," she said.

THE COLLEGE'S first publication, a brochure describing it and its seven occupational programs, was distributed to the seniors in the 32 high schools in the area. McKee said an applicant to attend the college may file by submitting an enrollment card, a copy of high school transcripts and a letter of recommendation from a school counselor.

COUNSELING BEGINS AT NEW TECHNICAL COLLEGE—During their interviews at the new institution for Northern Virginia, at Bailey's Cross Roads, students Zane Murphy Jr., left, of 4511 N. Henderson St., and Edward Warner of 1923 N. Woodrow St., center, study a map of this area to find routes from their homes to the college with the aid of Keith Whitmer, a counselor; and Mrs. Jane Lehman of the college staff. All students will be commuting daily from their homes when the institution opens Sept. 20.

MAN

EDUCATION

EMPLOYMENT

REGISTRATION DAY AT NEW COLLEGE

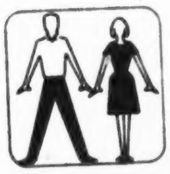
Students, their arms loaded with books, wait in line at an office in the new Northern Virginia Technical College near Baileys Crossroads. Checking out a booklist at the table in the foreground is James F. Head, a business science student. Classes are to start Monday. —Star Staff Photo.

SEC. 4

NVA Colleges Get Funds for Sc

MRS. ROUTH M. ROBBINS
PRESIDENT

SCHOLARSHIP AWARDS were presented to George Mason College of Fairfax County and the Northern Virginia Technical College of Arlington by Mrs. Routh Robbins, president of Routh Robbins, Real Estate Corp. of Alexandria. These scholarships are awarded to worthy students already registered in these schools, who have a desire to continue their education but need financial assistance. Shown during the formal presentation ceremonies are (l. to r.) Dr. John C. Albohm, Alexandria Superintendent of Schools; Dean Gerald O. Conner, N. Va. Technical College; and Dean M. Mebane, George Mason College; and Donald E. McNary Vice-president of the Corporation.



MAN

EDUCATION

EMPLOYMENT

Recognizing that pupils attending college often have financial problems comparable to those of pre-admission students, Northern Virginia's Routh Robbins Real Estate Corp. established two scholarship funds this week for Northern Virginia colleges to provide assistance to such students. "We wanted to help out in an area where a real need existed, and we felt we wanted to do something different from the traditional type of award," Mrs. Routh Robbins, president of the corporation, remarked during formal presentation of the checks this week.

Recipients of the two $1,000 awards were George Mason College of Fairfax County and Northern Virginia Technical College of Arlington. Both institutes are newly established within the past two years. The scholarship funds will be administered by the colleges and awarded for the express purpose of retaining students meeting college criteria of grades but having financial difficulties which might prevent them from continuing their studies.

Dr. John C. Albohm, Superintendent of Schools of Alexandria, who made the arrangements for the scholarship awards,

SEC. 1

Sun

Tech School Seen Very Big by 1975

September 21, 1965

WASHINGTON — Arlington Del. Kathryn Stone predicted Monday the enrollment of the new Northern Virginia Technical College would reach between 5,000 and 8,000 by the year 1975.

The college was described as a tangible example of the need for technical education by Mrs. Stone Dr. Barnard Joy, president of the board of the college, and Dr. John C. Albohm, superintendent of Alexandria Schools.

THE THREE spoke at a panel discussion on technical education at the 14th annual Citizens' Conference on Metropolitan Issues sponsored by the Metropolitan Washington Council of Governments.

Dr. Joy hailed the 550 students who enrolled at the college on its opening day Monday as "evidence that there was a peculiar need that was not being met by Northern Virginia's educational systems.

SHE TERMED it a "miracle" that brought the cooperation of the seven jurisdictions in Northern Virginia that committed funds for the college.

But she said the college presents responsibilities for future educators. A responsibility of a technological society to see that people, young and old, have opportunities for education, training and learning new skills which will help them find a place in the world of work and adapt to change."

She noted that a technical college has been established in Maryland and she pledged Northern Virginia would "help the District of Columbia get on the bandwagon."

DR. ALBOHN defined technical education as one avenue to education and a professional commitment necessary to help people learn.

"The alternatives are either to

May 66

Fast Growth Pre For New Tech C

Rapid growth was predicted yesterday for the new Northern Virginia Technical College which may open as early as next September with an enrollment of 500 students.

Dana B. Hamel, director of the Virginia Department of Technical Education, told the Board of College Trustees that the institution must be moved from temporary to permanent quarters within two years after classes begin. He said growth thereafter will be "phenomenal."

Eric Rhodes, a consultant to the State Board, said that the college's permanent buildings should accommodate an initial enrollment of 1000 and be capable of expansion to accommodate 2500. By 1980, he said, a second technical college might be needed in Northern Virginia.

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MAN

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RECEIVES SCHOLARSHIP — Mrs. Joan C. Myers, seated, left, is awarded the Altrusa Club's first scholarship ever given to a student at Northern Virginia Technical College. At right, seated, Mrs. Barbara Condrey, president of the club, presents the scholarship. Standing and looking on are, left, Del. Kathryn Stone and right, William H. Bartlett, coordinator of the Economic Opportunity Program in Arlington County. Mrs. Myers is registered at the college for a pre-technical course to qualify for a training course to become a nurse. (SUN Photo by Lawrence).

September 29, 1965

May 65

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He added that he believes

must contain at least 50 acres and must be located to serve conveniently the seven Northern Virginia localities that will contribute to the school's operation.

The trustees resolved to open the school next September if temporary quarters can be located and a college president hired in the next few weeks.

Fairfax County officials have offered to let the college occupy Woodson, Marshall or Edison High Schools after regular school hours next year.

The trustees voted to ask the seven participating counties and cities for $100,000 to operate the school during the fiscal year beginning July 1.

SEC. 2

Has Registered 829 Students

October 14, 1965

Regional Technical College Sets Three Major Records; Looking For Permanent Site

Robert L. McKee, President of the Northern Virginia Technical College, reported to the Board of Trustees this week that the Admissions Office had registered 829 students, making this the largest freshman class of any of the 16 two-year colleges in the state of Virginia, and second in total enrollment.

Classes began for 524 full-time and 22 part-time day students, Sept. 27, and for 283 evening students at 4 p.m., last Monday. This is one of the largest enrollments in technical and semi-professional courses in any college in the mertopolitan area.

The Northern Virginia Technical College, which is one of the fastest growing colleges in the United States, also holds a record for having been established in the shortest period of time of any college in Virginia or the metropolitan area. The development of eight instruc-

Improvements Being Made

President McKee reported that construction of a circular covered entrance-way is nearing completion, and that capacity enrollment has made necessary the remodelling of an additional 10,000 square feet of space, adjoining the present college facilities, to provide five more classrooms, a faculty lounge, faculty offices, book store, and storage area. A hallway has been extended and a door cut through to provide access to this new area.

The Northern Virginia Technical College serves a population of approximately 700,000 in an area which consists of the Counties of Arlington, Fairfax, Loudoun and Prince William, and the Cities of Alexandria, Fairfax and Falls Church. The college is situated at 3443 S. Carlyn Spring Rd., Bailey's Crossroads near the junction of Fairfax County, Arlington County, and the City of Alexandria, and is something different from the traditional type of award," Mrs. Routh Robbins, president of the corporation, remarked during formal presentation of the checks this week.

Recipients of the two $1,000 awards were George Mason College of Fairfax County and Northern Virginia Technical College of Arlington. Both institutes are newly established within the past two years. The scholarship funds will be administered by the colleges and awarded for the express purpose of retaining students meeting college criteria of grades but having financial difficulties which might prevent them from continuing their studies.

Dr. John C. Albohm, Superintendent of Schools of Alexandria, who made the arrangements for the scholarship awards, commented that the Routh Robbins funds would be an original way of meeting college scholarship needs. Albohm, commenting during the check presentation ceremonies held in Mrs. Robbins office this week, said: "This will by-pass the problem of selection of students since the college will have already done the original admission screening. What will be gained, is a specific kind of money needed by both schools to help students remain in college when faced with unforeseen economic burdens."

Has Staff Of 50

Technical College Starts Off With 540 Day Students

Sept. 23, 1965

The Northern Virginia Technical College, the first institution of a new statewide system of technical colleges in Virginia, started its classes Monday of this week. The two-year college began its career with a staff of 50, including 35 instructors, and 540 day students.

In the short period of 100 days the College was organized, staffed, brochures and catalog written, instructional program created, and a portion of the Melpar Research Laboratories at Bailey's Crossroads transformed into a handsome college facility, equipped for classes in data processing, engineering design, electronics, drafting, police science, business science secretarial science, health science, and pre-technical courses.

Evening classes will begin Oct. 4 for students enrolled in introduction to data processing, principles of accounting, secretarial courses, and the freshman (or first-year) math and English courses required for an associate degree. Already, 149 students have enrolled in these courses. A non-credit pre-technical math review course also will be offered.

Northern Virginia Technical College would reach between 5,000 and 8,000 by the year 1975.

The college was described as a tangible example of the need for technical education by Mrs. Stone Dr. Barnard Joy, president of the board of the college, and Dr. John C. Albohm, superintendent of Alexandria Schools.

THE THREE spoke at a panel discussion on technical education at the 14th annual Citizens' Conference on Metropolitan Issues sponsored by the Metropolitan Washington Council of Governments.

Dr. Joy hailed the 550 students who enrolled at the college on its opening day Monday as "evidence that there was a peculiar need that was not being met by Northern Virginia's educational systems.

"Six months ago today, the board of directors had its first meeting and had to decide whether to open the college in a temporary buildings in six months," Joy said.

"WE WERE OPTIMISTIC. We deicded to try because we had the feeling there was a group of young people who would be denied the opportunity of higher education if we couldn't get the program underway.

"It was estimated that, had we not opened this fall only 10 per cent of those 550 students would be attending college" he said.

Joy conceded that the college, operating in a remodeled building that formerly housed Melpar Inc., at Bailey's Crossroads, does not solve all the problems of meeting educational needs in Northern Virginia.

He said that, although the college will immediately fill a gap in education, there is "a tremendous challenge ahead" to meet, through education, needs generated by the rapid changes of a technological society.

"WE CAN EXPECT to enroll 10 times the number of students enrolled today in 10 years. And we can expect to see the effect of these trained persons in the community," he said.

In the next decade, he envisioned a larger site with several buildings, larger faculty and a broadened curriculum.

Mrs. Stone, moderator of the panel, envisioned, in the near future, a two-year nursing program. "We could have had two classes under way this year, but the state requries a year of planning before a course can be offered in nursing," she said. The course is scheduled to be offered in the fall of 1966.

"But the key word is hope. The technical college has given something to students in the community something they can afford something they can commute to."

ern Virginia that committed funds for the college.

But she said the college presents responsibilities for future educators. A responsibility of a technological society to see that people, young and old, have opportunities for education, training and learning new skills which will help them find a place in the world of work and adapt to change."

She noted that a technical college has been established in Maryland and she pledged Northern Virginia would "help the District of Columbia get on the bandwagon."

DR. ALBOHN defined technical education as one avenue to education and a professional commitment necessary to help people learn.

"The alternatives are either to lower standards in the classroom, fail students, or, initiate the head start program and offer diversified courses," he said.

Albohm continued that technical education is a way of meeting the needs of a rapid technologically developing society. The need is based on surveys, "it didn't just come from osmosis," he said.

Analysis of students' needs today reflect a school that will be responsive 18 hours a day to the community, "A school with instruction for craftsmen, technologists, and courses in science, math, chemistry, government and English." He said that the fusion of technical and academic courses in the curriculum would produce more specialized, yet broader education needed to meet the "competition for brains in our society."

HE CALLED the furture of the local college, "the future of Northern Virginia in terms of commerce."

Panelist Charles A. Horsky, special adviser to President Johnson for national capital affairs, said that he felt not enough attention has been given in education to the emotional characteristics of students.

"If we went a little further and examined the cultural characteristics we would broaden the scope even more," Horsky said.

He linked the technical education with diversification that is needed in mass education "which cannot otherwise provide education for specific needs."

"Technical programs and the Manpower Training Act are a way of trying to generate inspiration to youngsters so they will take the initiative and continue in their education," he continued.

DR. JOY noted that courses offered at the Northern Virginia Technical College include data processing, engineering design, electronics, police science, drafting, business science, secretarial science, health sciences, pretechnical courses and academic courses.

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as next September with an enrollment of 500 students.

Dana B. Hamel, director of the Virginia Department of Technical Education, told the Board of College Trustees that the institution must be moved from temporary to permanent quarters within two years after classes begin. He said growth thereafter will be "phenomenal."

Eric Rhodes, a consultant to the State Board, said that the college's permanent buildings should accommodate an initial enrollment of 1000 and be capable of expansion to accommodate 2500. By 1980, he said, a second technical college might be needed in Northern Virginia.

He added that he believes technical courses in a night school program when the college opens.

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Tech College Acc 236 of 400 Appli

Aug. 24, 1965

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347 Enrolled In New School

Aug. 10, 1965

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August 6

360 Apply To Enter Area Tech College

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829 Admitte At Tech Sch

Oct. 5, 1965

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SEC. 3

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The Northern Virginia Technical College, which is one of the fastest growing colleges in the United States, also holds a record for having been established in the shortest period of time of any college in Virginia or the metropolitan area. The development of eight instructional programs, recruiting of faculty and staff, leasing and remodeling the central portion of the Payne Bldg. at Bailey's Crossroads (which originally was occupied by Melpar), equipping labs and classrooms, and registering and scheduling 829 students, was accomplished within 100 days.

entrance-way is nearing completion, and that capacity enrollment has made necessary the remodelling of an additional 10,000 square feet of space, adjoining the present college facilities, to provide five more classrooms, a faculty lounge, faculty offices, book store, and storage area. A hallway has been extended and a door cut through to provide access to this new area.

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Studies are now in progress to locate a site and develop preliminary plans for the first permanent campus and buildings near the center of population in Northern Virginia.

Tech College Accepts 236 of 400 Applicants

Aug. 24, 1965

AIRFAX —The new Northern
Technical College at Bail-

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the new college will offer courses
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829 Admitted At Tech School

Oct. 5, 1965

The president of the newly-created Northern Virginia Technical College at Baileys Crossroads reported yesterday that 829 students have been admitted for its first year, the largest freshman class of any of Virginia's 16 two-year colleges.

In a report to the College's board of trustees, President Robert L. McKee said the enrollment of 524 full time students, 22 part-time students and 283 evening students in technical and semiprofessional courses is also the largest of any similar college in the metropolitan Washington area.

He said that within 100 days the college developed eight instructional programs, hired a faculty and staff, leased and remodeled its headquarters, equipped its laboratories and classrooms and registered and scheduled its students.

CHARTING EXPANSION for the Northern Virginia Technical College are President Robert L. McKee, center, president, and members of his staff, Ernest J. Edmands, left, registrar, and Dr. Gerald O. Cannon, dean of the day program. A central campus near the "center of population" of Northern Virginia and near major highways is to be built by 1967. Other sites, including the present one at Bailey's Cross Roads, are to be maintained so that no area student has to travel more than 20 minutes to the nearest campus. (Photo by Mac Afee)

MAN
EDUCATION
EMPLOYMENT

SEC. 4

Northern Virginia Technical C

COUNSELING SERVICE for a prospective student for the second quarter which begins Jan. 3 at the technical school is provided by Miss Dorothy Caraker. David Strickler looks over the courses offered as he considers the possibilities of the technical programs in data processing, engineering design and electronics. Vocational and semi-professional study, as well as a pre-tech program are offered.

COMMUTERS' CARS fill the parking lot in front of the college-converted warehouse at 3443 S. Carlyn Spring Road where the Northern Virginia Technical College is sporting a new entryway—an octagonal kiosk which calls attention to the temporary headquarters of the state's first 2-year technical school under the administration of the State Board of Technical Education in Richmond. The institution's seven jurisdictions are represen
Joy, chairman, Arli
Prince William Coun
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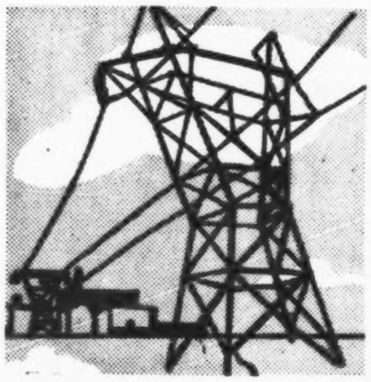
oun County; and Me

Officials Meet Challenge Of 'In

By WARREN WILLIAMS
Staff Writer

(Photos by Don Mac Afee)



There's a story in Northern Virginia that's worth the telling.

At least the United States Office of Education seems to think so.

And the staff of the Northern Virginia Technical College is willing to "tell all" for the sum of $7,400.

That's the amount of a contract which has already received preliminary approval by the federal office for describing the 100-day crash program which set 829 students on a part-time or two-year collision course with technical know-how.

Even the institution's strongest backers sometimes thought it couldn't be done in so short a time—quarters selected and remodeled, staff assembled during summer months, eight programs of instruction organized, students registered.

Yet the college opened on schedule Sept. 27 for day classes, night courses a week later, and Gov. Albertis S. Harrison Jr. will speak at dedication ceremonies Nov. 16 for the school whose president was named last May.

College officials believe the funds will be granted in December for the fact-finding study, rec
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One of the key suggestions, according
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Appointments at the rate of nine-a-day

chnical College Makes History

ot in front of the col- yn Spring Road where e is sporting a new alls attention to the first 2-year technical State Board of Tech- itution's seven jurisdictions are represented on the board of trustees by Barnard Joy, chairman, Arlington; Rueben B. Hicks, vice chairman, Prince William County; Irving Berman, Falls Church; Howard W. Futch, Robert W. Grow, William P. Ladson, Fairfax County; J. Marcus Gillespie, Alexandria; Charles S. Monroe, Loudoun County; and Merton S. Parsons, Fairfax City.

DATA PROCESSING STUDENTS try their skill at the key punch machines in the department headed by Ben D. McCandless Jr. of 3110 Mount Vernon Ave. The four students, foreground to back of room, are Ronald Buckner of Alexandria; Bob Chapin, 6418 Berkshire Drive; Ken Leber, 3224 Wynford Drive, Fairfax; and Carol Denny, 8653 Victoria Road, Springfield.

llenge Of 'Instant' Establishment

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men rush to complete an additional 10,000 square feet of space to house five classrooms, faculty lounge and offices, book and storage area.

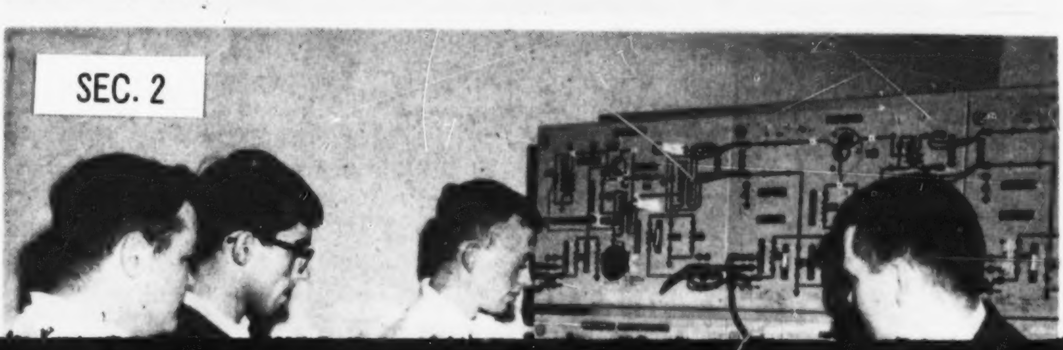
McKee credits the "magic system" of the computerized Critical Path Method of planning as a boon to the speed of putting the school into operation.

The wealth of qualified applicants made the president's job—not the expected one of scouring the countryside for staff—but that of trying to screen them in the limited time.

Staff members were hired on a 12-month basis, he says, the plan being to keep a third teaching in summer school, a third working on curriculum development and the final third going back to higher schools of learning themselves to keep up with the rapid-fire technological changes.

Instructors now average 43 years of age, two degrees beyond high school, six years of formal education, five of teaching experience and 12 in industry.

New chapters get added to the technical college story each day—scholarships donated, the president's name and picture in the recent edition of the Junior College Journal and political candidates singing a song of its potential for encouraging new industry to come to the state.



SEC. 2

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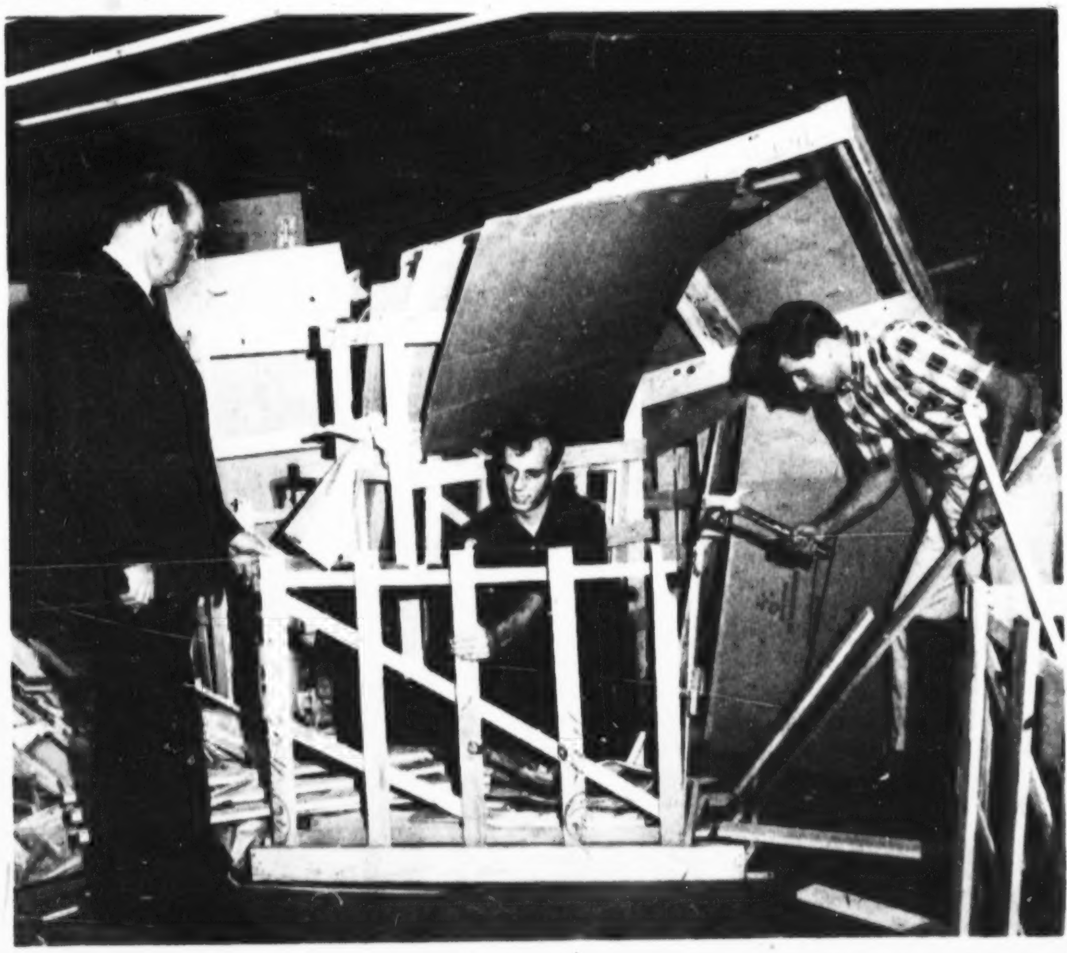
Fall quarter registration will take plac December for courses which begin Jan. 3,

DRAFTING STUDY, a one-year non-degree vocational program, is intended to train student John Sanders, right, of 306 N. Alfred St., for employment as a draftsman—with engineers, private industry or civil service. At left is James Fowler, resident of 429 Summers Drive, instructor. Geometry, algebra and elementary trigonometry are included in the the three-quarters' study in addition to social science, psychology of human relations and a "methods of manufacturing" engineering design study. Semi-professional programs in business science and procedures, police science and procedures, health sciences with work-study and secretarial sciences are also offered at the college.



FURRING STRIPS are made available by part-time employes of the college who are shown as they strip down the packing crates which brought new drafting tables to the col- [illegible] of Falls Church center, and Ken Leber of Fairfax, right, data processing students, is Leonard L. Brannan of Arlington, director of facilities and coordinator of the night program.

BOOK STORE PURCHASES are made by Alexandr Charles Sias, center, of 514 S. Pitt St. and Wilson 315 Buchanan St., from store attendant Robert A Arlington. The college is located between Rte. 7 an Pike in Fairfax County at Bailey's Cross Roads.

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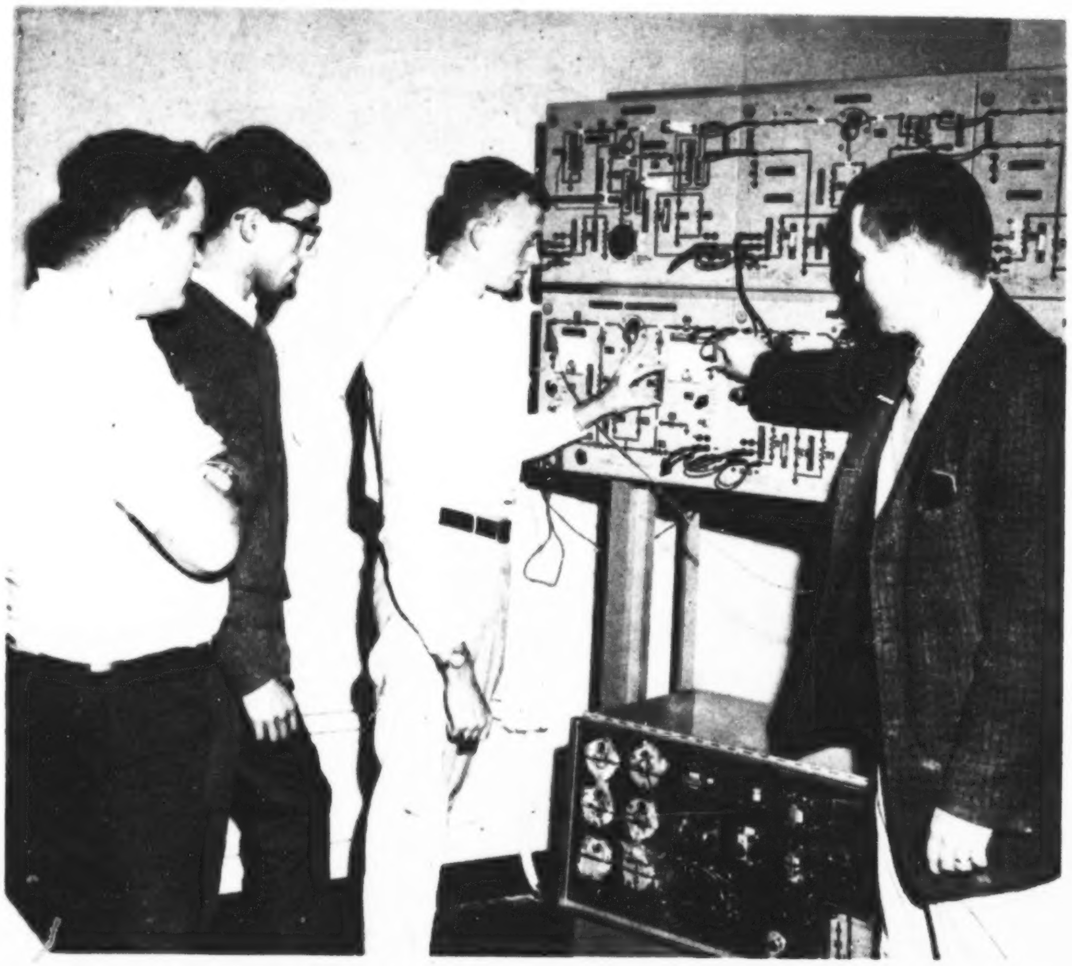
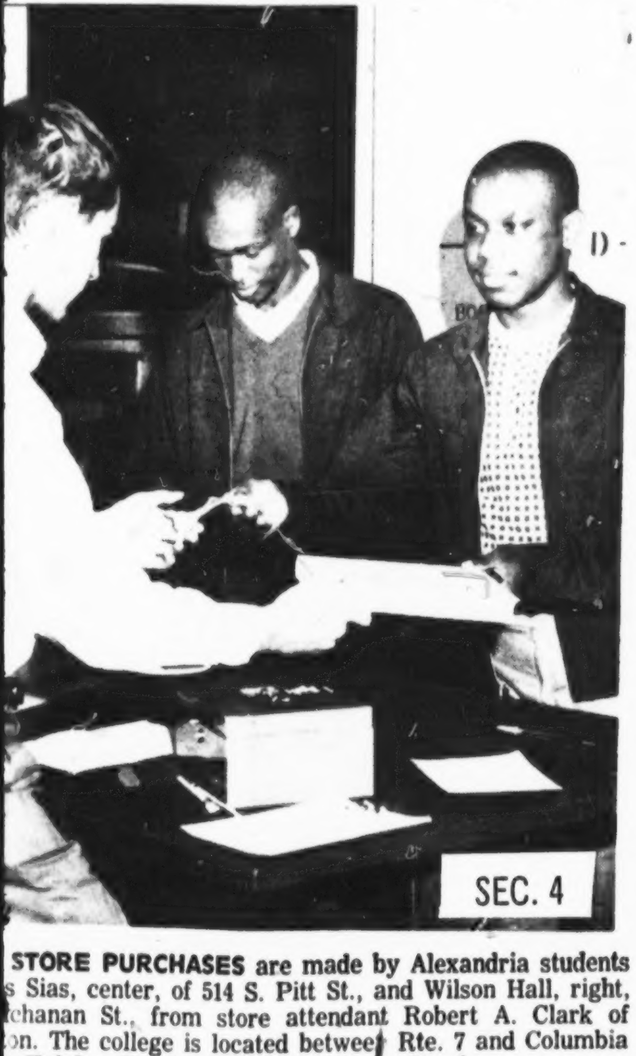


TRANSISTOR RECEIVER BOARD in the electronics laboratory is explained by A. J. Chapdelaine Jr., right, instructor, to Alexandria students, left to right, Arthur Norfolk, 404 Monticello Blvd.; John Lozinyak, 486 Naylor Place; and Charles Yingling, 704 W. View Terrace. Electronics curricula lead to an associate in applied science degree or certificate of completion preparing for entry into the electronics field as a technician. First year work includes courses in electronic devices, electricity fundamentals, technical math, circuit analysis, communication skills, physics, electronic amplifiers, applied psychology, social science (orientation), communication skills and speech communication.



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1st STEP

ENGINEERING DESIGN students take a look at some of the work which required three hours' drawing time for instructor Fred J. Stemp of Falls Church as he explains principles involved in the engineering technology program. From left are Art Lent of Oakton, Bernard G. Dillinseger, 40 S. French St., Alexandria; Stemp; and Joe Camp of McLean. The two-year study leads to an associate in applied science degree.